

PARKS, ENVIRONMENT, EDUCATION & LAND USE

Functional Area Summary by Agency

	2004 Actual	2005 Adopted Budget	2005 Estimate (a)	2006 Budget	Change from 2005 Adopted Budget	
					\$	%
TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE						
Expenditures (a)	\$25,402,078	\$25,691,962	\$26,136,338	\$25,253,022	(\$438,940)	-1.7%
Revenues (a) (b)	\$20,438,287	\$17,923,625	\$19,263,972	\$17,521,824	(\$401,801)	-2.2%
Tax Levy	\$8,666,267	\$8,477,895	\$8,477,895	\$8,154,473	(\$323,422)	-3.8%
Exp. (Over)/Under Rev. & Levy	\$2,469,683	-	\$606,482	-	-	NA
Oper Income/(Loss) (c)	\$1,232,793	\$709,558	\$999,047	\$423,275	(\$286,283)	-40.3%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Expenditures	\$1,707,956	\$1,872,408	\$1,941,224	\$1,917,656	\$45,248	2.4%
Revenues (a) (b)	\$3,754,254	\$3,007,982	\$3,312,737	\$3,242,400	\$234,418	7.8%
Tax Levy (d)	(\$908,582)	(\$1,135,574)	(\$1,135,574)	(\$1,324,744)	(\$189,170)	-16.7%
Exp. (Over)/Under Rev. & Levy	\$1,137,716	-	\$235,939	-	-	NA
UW-EXTENSION						
Expenditures (a)	\$664,457	\$496,488	\$776,143	\$322,761	(\$173,727)	-35.0%
Revenues (a)	\$372,550	\$182,357	\$470,742	\$58,630	(\$123,727)	-67.8%
Tax Levy	\$312,665	\$314,131	\$314,131	\$264,131	(\$50,000)	-15.9%
Exp. (Over)/Under Rev. & Levy	\$20,758	-	\$8,730	-	-	NA
FEDERATED LIBRARY SYSTEM						
Expenditures (a)	\$4,179,905	\$3,855,893	\$4,063,150	\$3,762,842	(\$93,051)	-2.4%
Revenues (b)	\$1,577,058	\$1,114,507	\$1,366,432	\$1,186,208	\$71,701	6.4%
Tax Levy	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
Exp. (Over)/Under Rev. & Levy	\$166,340	-	\$44,668	-	-	NA
PARKS AND LAND USE						
Expenditures	\$18,849,760	\$19,467,173	\$19,355,821	\$19,249,763	(\$217,410)	-1.1%
Revenues (b)	\$14,734,425	\$13,618,779	\$14,114,061	\$13,034,586	(\$584,193)	-4.3%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev. & Levy	\$1,144,869	-	\$317,145	-	-	NA
Oper Income/(Loss) (c)	\$1,232,793	\$709,558	\$999,047	\$423,275	(\$286,283)	-40.3%

(a) The 2005 expenditure and revenue estimate exceed 2005 Adopted Budget to include separate ordinance appropriations.

(b) The 2006 budget includes various fund balance appropriations totaling \$1,131,000 which includes; \$650,000 within the Parks and Land Use Materials Recycling Facility Fund, \$125,000 within the Parks and Land Use Tarmann Parkland Aquisition Fund and \$356,000 within the Parks and Land Use General Fund. The 2005 budget includes various fund balance appropriations totaling \$1,719,780 which includes; \$700,000 within the Parks and Land Use Tarmann Parkland Aquisition Fund, \$650,000 within the Parks and Land Use Materials Recycling Facility Fund and \$369,780 within the Parks and Land Use General Fund.

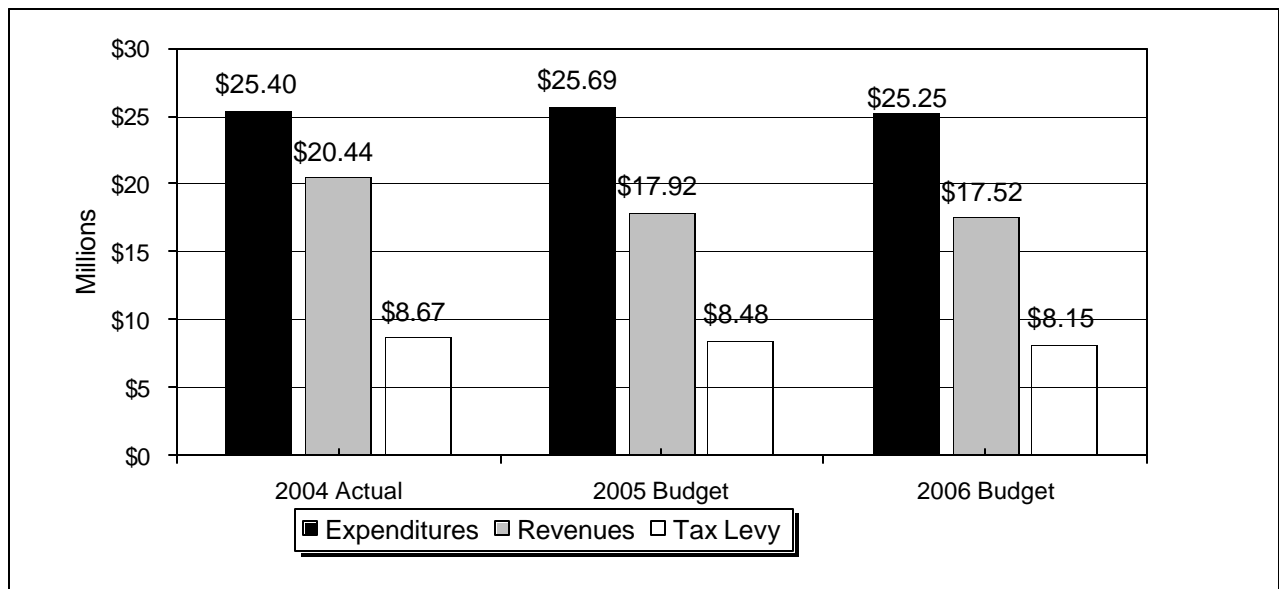
(c) Operating income amounts generated from enterprise fund operations are retained in enterprise fund balance and do not result in a reduction of tax levy funding for other operations.

(d) Revenues in excess of expenditures are used to reduce tax levy funding for other general government operations.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE FUNCTIONAL AREA SUMMARY

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the responsibility of an elected official, handles all legal documents pertaining to Real Estate, Vital Statistics and Tax Listings. The **University of Wisconsin Extension** Office offers educational programs in a variety of areas including agriculture, horticulture, family living, economic development and youth development. The **Federated Library**, which is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries. The **Parks and Land Use** Department develops and operates open space and recreational facilities (parks, golf courses, Exposition Center and ice arenas); preserves, protects and enhances the County's natural resources and environmental health of its citizens through education, public cooperation, and regulation; and administers the County planning and zoning functions.

Not included in this functional area are Parks, Environment, Education and Land Use - related capital projects (see Capital Projects, Section VII) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area, Section IV, and End User Operations and Technology Fund in Non-Departmental Functional Area, Section VI).



The 2006 expenditure budget for this functional area totals \$25,253,022, after adjustments to exclude proprietary fund capitalized fixed asset items, a decrease of \$438,940 or 1.7% from the 2005 adopted budget. Revenues in the 2006 budget, including \$1.1 million of fund balance appropriations, total \$17,521,824 a decrease of \$401,801 or 2.2% from the previous year's budget. The tax levy necessary to fund this functional area totals \$8,154,473, a decrease of \$323,422 or 3.8% from the prior year budget.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE FUNCTIONAL AREA SUMMARY- SIGNIFICANT PROGRAM AND 2006 FUNDING CHANGES

- **Register of Deeds** Charges for Service revenues increase \$234,418 to \$3.2 million. Revenue increases include \$225,600 in real estate transfer fees reflecting estimated sales and continued property value growth in the County.
- **UW Extension** county tax levy support is reduced \$50,000, and results in the reduction of 0.50 FTE Clerk Typist position as well as other targeted equipment reductions and program consolidations.
- The **Federated Library System** county library tax levy decreases 6.0% or \$164,752 to \$2.58 million. The levy reduction results from exempting the City of Pewaukee from the County Library tax due to their creation of a joint library with the Village of Pewaukee. The Federated Library funding levy formula multiplies aggregate local municipal library operating expenses (excluding capital) by non-library community resident usage as a percent of total countywide library usage.
- **Parks and Land Use unfunds 2.0 regular full time positions**, including a 1.0 FTE Clerk Typist position within the Land and Water Resources program areas, which reduce costs by \$44,800. Parks and Land Use staff indicates that the remaining clerical and professional staff will absorb the positions duties. A 1.0 FTE Park Maintenance position within the golf course enterprise operations is also unfunded based on current and projected workloads.
- **The Parks and Land Use** budget appropriates \$286,000 of grant funded expenditures associated with the continuation of the three-year \$812,300 Smart Growth grant accepted through 2005 enrolled ordinance 160-13. The Smart Growth initiative includes Waukesha County, 27 County municipalities and the Southeastern Wisconsin Regional Planning Commission (SEWRPC) participation in a multi-jurisdictional planning effort to update the comprehensive development plan for Waukesha County.
- The **Parks and Land Use** budget includes \$51,000 of third year funding of a SEWRPC **regional ground water study**, which is to be conducted over a four-year period. The study forwards the objectives outlined in County Board adopted resolution 156-21 to identify groundwater recharge areas and to develop a strategy for coordination of municipal water supplies. The Plan's findings will be an important component in County land use planning and eventual update of the Waukesha County Development Plan.

**BUDGETED POSITIONS 2004-2006
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2004 Year End	2005 Adopted Budget	2005 Modified Budget	2006 Budget	05-06 Change
REGISTER OF DEEDS	General	27.00	27.00	27.00	27.00	0.00
UW-EXTENSION*	General	3.50	3.50	3.50	3.00	(0.50)
FED. LIBRARY	Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	97.14	97.14	97.14	96.14	(1.00)
	Golf Course	9.58	9.58	9.58	8.58	(1.00)
	Ice Arenas	5.78	5.78	5.78	5.78	0.00
	Land Information Systems	3.00	3.00	3.00	3.00	0.00
	Subtotal Parks & Land Use	115.50	115.50	115.50	113.50	(2.00)
TOTAL REGULAR POSITIONS		153.00	153.00	153.00	150.50	(2.50)
TOTAL EXTRA HELP		81.41	81.73	81.80	77.60	(4.20)
TOTAL OVERTIME		4.06	4.00	4.00	3.53	(0.47)
TOTAL BUDGETED POSITIONS		238.47	238.73	238.80	231.63	(7.17)

2006 BUDGET ACTIONS;

UWEX

Abolish 1.0 FTE Clerk Typist II
Create 0.50 FTE Regular Part-Time Clerk Typist II
Reduce Extra Help 0.32 FTE

FEDERATED LIBRARY

Increase Extra Help 0.05 FTE

PARKS & LAND USE

General Fund Unfund 1.0 FTE Clerk Typist II
Reduce Extra Help 2.32 FTE
Reduce Overtime 0.28 FTE
Golf Courses Unfund 1.0 FTE Park Maintenance Worker
Reduce Extra Help 1.17 FTE
Reduce Overtime 0.19 FTE
Ice Arenas Reduce Extra Help 0.37 FTE

* UW-Extension position total includes County employees only. Total does not reflect state or other grant funded positions.

For additional detail see the Budgeted Position Summary included within the Stats and Trends Section of the Budget Book.

Mission

The purpose of the Register of Deeds is to provide to the citizens of Waukesha County:

- 1) A depository for safekeeping and public inspection of all legal documents pertaining to Real Estate, Vital Statistics and Uniform Commercial Code.
- 2) Analyze and create accurate ownership and descriptions of parcels in Waukesha County to aid assessors in local municipalities.

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
Financial Summary						
					\$	%
Personnel Costs	\$1,212,732	\$1,323,596	\$1,317,742	\$1,394,018	\$70,422	5.3%
Operating Expenses(a)	\$85,810	\$104,472	\$105,972	\$117,636	\$13,164	12.6%
Interdept. Charges	\$392,776	\$444,340	\$406,990	\$406,002	(\$38,338)	-8.6%
Fixed Assets	\$16,638	\$0	\$110,520	\$0	\$0	N/A
Total Expenditures	\$1,707,956	\$1,872,408	\$1,941,224	\$1,917,656	\$45,248	2.4%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$3,608,754	\$3,007,982	\$3,199,700	\$3,242,400	\$234,418	7.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$145,500	\$0	\$113,037	\$0	\$0	N/A
Total Revenues	\$3,754,254	\$3,007,982	\$3,312,737	\$3,242,400	\$234,418	7.8%
Tax Levy	(\$908,582)	(\$1,135,574)	(\$1,135,574)	(\$1,324,744)	(\$189,170)	-16.7%
Exp. (Over) Under Rev. & Levy (b)	\$1,137,716	-	\$235,939	-	-	-

Position Summary (FTE)

Regular Positions	27.00	27.00	27.00	27.00	0.00
Extra Help	1.10	1.10	1.10	1.10	0.00
Overtime	0.12	0.12	0.12	0.12	0.00
Total	28.22	28.22	28.22	28.22	0.00

- (a) The 2005 estimate exceeds the 2005 budget to include additional expenditure authority approved through ordinance and carried over through open purchase order from 2004.
- (b) The Tax Levy credit amount, that is revenues in excess of expenditures, is used to reduce tax levy funding for other general government operations.

Departmental Strategic Objectives**Manage Resources With Fiscal Prudence**

1. Work with DOA and other departments on countywide cashiering solution (Critical Issue 1, Goal 1.3) (4th quarter 2006).
2. Begin work to find a replacement Tract Index system to reduce dependence/costs associated with current in-house developed system. The proposed system will integrate seamlessly with the replacement cashiering system referenced above, as well as the new tax listing software, reducing the number of applications required for R.O.D. daily operations (Critical Issue 1, Goals 1.1 and 1.3)(4th Quarter 2007).

Provide Comprehensive Customer Service

1. Implement fee-per-image portion of Remote Access project, allowing individuals and smaller companies to access printable document images online from their homes and offices (Critical Issue 1) (4th Quarter 2005).

Innovate and Seek Continuous Quality Improvement

1. Implement Optical Character Recognition (OCR) software to speed processing of recorded documents. Additionally, based on projected OCR efficiency gains and in accordance with enrolled ordinance 158-107, reassign document processing staff to meet customer service demands and reduce staff by 1.0 FTE upon the next available vacancy, unless following implementation and acceptance of the OCR software, an outside staffing analysis supports retention of that position (Critical Issue 1) (4th quarter 2005).
2. Working with DOA, Information Systems, and Treasurer's Office to implement new tax listing, billing and collection system software (Critical Issue 1) (1st quarter 2006).

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Manage Resources With Fiscal Prudence**

1. Worked with Information systems to implement an interim temporary cashiering solution in the Register of Deed's office, as the operating system required by the R.O.D. cashiering software was de-supported by the vendor (Critical Issue 1, Goal 1.3) (2nd quarter 2005).

Provide Comprehensive Customer Service

1. Completed online imaging project to make document images available to customers via the internet (Critical Issue 1)(4th quarter 2004 –2nd quarter 2005).
2. Improved customer access to Real Estate documents in vault through consolidation and reorganization of storage units (Critical Issue 4, Goal 4.7)(4th Quarter 2004).

Current and Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (a)	2006	\$900,000	75%	\$22,000	A
200414	Countywide Cashiering (b)	2006	\$770,000	N/A	\$43,250	A
200622	Tract Index Replacement(c)	2008	\$310,000	N/A	\$35,000	A

Refer to Capital Project section of the budget book for additional detail.

- (a) Project is coordinated by Department of Administration, annual ongoing costs include software and licensing costs which are to be split evenly between the Register of Deed's Office (\$11,000) and Treasurer's Office (\$11,000) beginning in 2006.
- (b) Project is coordinated by Department of Administration, estimated operating impact to be determined in 2006 closer to project implementation date. Operating costs reflect annual countywide costs.
- (c) Project sponsored by Register of Deeds, study and RFP to be completed in 2007.

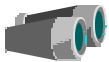
Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative support to the department, including management of the office, working on business continuity, strategic planning, accounting and annual budget preparation. Fees are collected for the transfer of real estate based on the value of the property, with certain statutory exceptions. The County's portion of the fee (20%) is allocated to this program and the balance is sent to the State on a monthly basis.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	4.60	3.60	3.60	3.60	0.00
Personnel Costs	\$258,102	\$259,010	\$260,818	\$284,950	\$25,940
Operating Expenses	\$69,714	\$32,855	\$33,534	\$33,634	\$779
Interdept. Charges	\$33,644	\$29,627	\$29,776	\$14,823	(\$14,804)
Fixed Assets	\$0	\$0	\$27,157	\$0	\$0
Total Expenditures	\$361,460	\$321,492	\$351,285	\$333,407	\$11,915
Charges for Services	\$1,924,869	\$1,399,982	\$1,582,500	\$1,607,800	\$207,818
Appr. Fund Balance	\$45,500	\$0	\$29,674	\$0	\$0
Total Revenues	\$1,970,369	\$1,399,982	\$1,612,174	\$1,607,800	\$207,818
Tax Levy (a)	(\$836,013)	(\$1,078,490)	(\$1,078,490)	(\$1,274,393)	(\$195,903)
Exp. (Over) Under Rev. & Levy	\$772,896	-	\$182,399	-	-

(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.



Program Highlights

Personnel costs reflect cost to continue of 3.60 FTE allocated to this program area. Interdepartmental charges decrease \$14,804 reflecting the transfer of End User Operations and Technology Fund (EUOTF) charges associated with title company records access from the Register of Deeds budget to an EUOTF direct billing to title companies.

Revenues include a \$225,600 increase in Real Estate Transfer Fees. The transfer fee is collected on property sales at a rate of \$3 per \$1,000 of value. The County retains 20% of the collected amount estimated at \$1.6 million and forwards the remaining 80% or \$6.4 million to the State.

Cashiering

Program Description

Cashiering examines all legal documents to assure conformity to state statutes, advises the public of procedures for probate of an estate held in joint tenancy, and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Cashiering collects and deposits the fees for recording and copies of recorded documents, uniform commercial code real estate-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates and real estate transfers. In addition, Cashiering staff prepare the recorded documents for imaging by Records Management and return to the customer.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	6.01	7.01	7.01	7.01	0.00
Personnel Costs	\$251,776	\$307,676	\$307,342	\$321,152	\$13,476
Operating Expenses	\$1,379	\$22,035	\$22,014	\$20,468	(\$1,567)
Interdept. Charges	\$14,592	\$21,274	\$19,329	\$21,919	\$645
Total Expenditures:	\$267,747	\$350,985	\$348,685	\$363,539	\$12,554
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$270,353	\$350,985	\$350,985	\$363,539	\$12,554

Exp. (Over) Under Rev. & Levy	\$2,606	-	\$2,300	-	-
-------------------------------	---------	---	---------	---	---



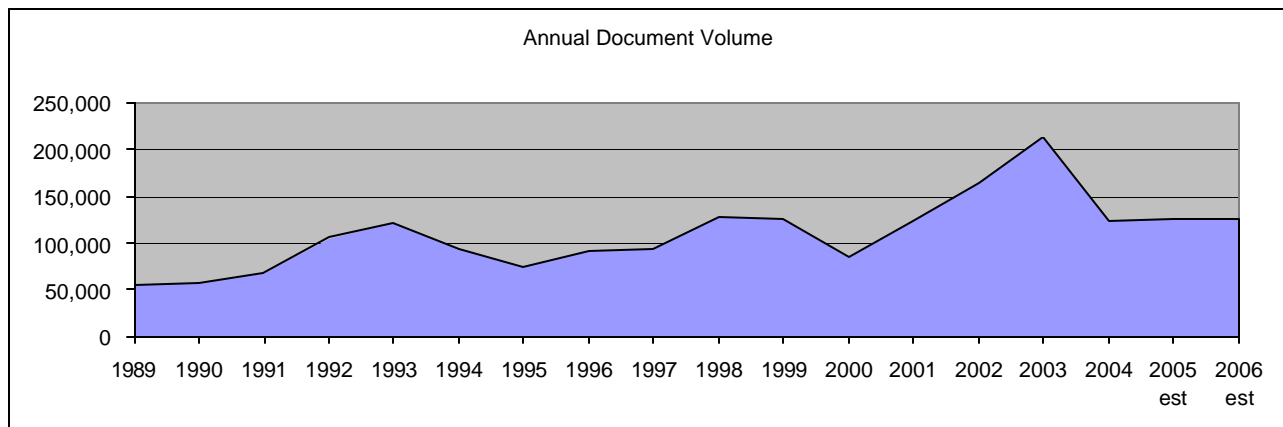
Program Highlights

Personnel costs increase of \$13,476 to \$321,152 for costs to continue 7.01 FTE. Operating expenses decrease \$1,567 due to a decrease in funds set aside for Cashiering system contingencies.



Activity

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Number of Real Estate Documents Examined and Cashiered	123,446	125,000	125,000	125,000	0
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	365	300	320	320	20
Revenues & Fees Collected (County & State combined)	\$11,971,256	\$8,100,000	\$10,500,000	\$10,500,000	\$2,400,000



Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the county that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
Personnel Costs	\$209,233	\$204,736	\$205,678	\$215,674	\$10,938
Operating Expenses	\$2,262	\$9,964	\$9,964	\$20,964	\$11,000
Interdept. Charges	\$16,786	\$14,148	\$14,244	\$11,234	(\$2,914)
Total Expenditures:	\$228,281	\$228,848	\$229,886	\$247,872	\$19,024
Charges for Services	\$13,541	\$24,000	\$12,200	\$11,600	(\$12,400)
Total Revenues:	\$13,541	\$24,000	\$12,200	\$11,600	(\$12,400)
Tax Levy	\$190,350	\$204,848	\$204,848	\$236,272	\$31,424

Exp. (Over) Under Rev. & Levy	(\$24,390)	-	(\$12,838)	-	-
-------------------------------	------------	---	------------	---	---

Program Highlights

Personnel costs increase by \$10,938 reflecting cost to continue for existing 4.00 FTE. Operating expense increase of \$11,000 reflects R.O.D. share of new tax listing software license. A decrease in interdepartmental charges is the result of the reduction of administrative overhead charges for assessment roll processing. A decrease in charges for services reflects a reduction in anticipated assessment notice revenue.

Performance Measure Description

The Tax Listing program has established a standard that real estate documents recorded in the Register of Deeds Office affecting the tax listing be entered into the tax file by the second Friday of the month following the month in which the documents were recorded. When this is accomplished, the data can be digitized onto cadastral maps and used by the Land Information Systems program. The department's ultimate goal is to process all tax listing documents by the second Friday of the month following the month they are received. The department estimates to achieve this standard nine out of twelve months in 2006 due to the implementation of new tax listing software, which will require double entry for all tax records for a period of time.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
-----------------------------	----------------	----------------	------------------	----------------	------------------

Number of months in which documents affecting tax listing are processed by the second Friday of the following month.	9/12	9/12	9/12	9/12	0
--	------	------	------	------	---

Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	93,596	93,000	94,000	95,000	2,000
Number of updates made to the tax file	48,010	50,000	50,000	55,000	5,000
Number of Wisconsin Real Estate Transfer Returns Processed	14,705	13,500	13,500	14,000	500

Vital Statistics

Program Description

Vital statistics is responsible for the accurate recording and filing of birth, marriage, and death certificates; and handling voter registration for the County. This program also examines all original birth, marriage, and death certificates before processing them to the state. The vital statistics program provides both phone and walk-in reception services for the entire office.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
Personnel Costs	\$81,250	\$83,438	\$83,756	\$86,964	\$3,526
Operating Expenses	\$2,787	\$6,048	\$6,890	\$7,000	\$952
Interdept. Charges	\$19,926	\$16,508	\$16,508	\$17,223	\$715
Total Expenditures:	\$103,963	\$105,994	\$107,154	\$111,187	\$5,193
Charges for Services	\$169,353	\$155,000	\$165,000	\$170,000	\$15,000
Total Revenues:	\$169,353	\$155,000	\$165,000	\$170,000	\$15,000
Tax Levy (a)	(\$43,407)	(\$49,006)	(\$49,006)	(\$58,813)	(\$9,807)

Exp. (Over) Under Rev. & Levy	\$21,983	-	\$8,840	-	-
-------------------------------	----------	---	---------	---	---

(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.



Program Highlights

Charges for services revenue increase is primarily generated from an increase in the number of birth and death certificate filed and copies requested.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Number of Certificates Filed					
Birth	6,238	6,400	6,400	6,700	300
Death	3,183	3,300	3,300	3,700	400
Marriage	2,174	1,800	1,800	1,800	0
Number of Certified Copies Issued					
Birth	9,911	11,500	11,500	12,000	500
Death	28,123	30,000	30,500	30,500	500
Marriage	4,833	4,200	4,200	4,500	300

Real Estate

Program Description

Real estate is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Real estate is also responsible for preparing and delivering, upon receipt of the proper fee, certified copies of any record, file, map, or plat in the office.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	11.61	11.61	11.61	11.61	0.00
Personnel Costs	\$412,371	\$468,736	\$460,148	\$485,278	\$16,542
Operating Expenses	\$9,668	\$33,570	\$33,570	\$35,570	\$2,000
Interdept. Charges	\$307,828	\$362,783	\$327,133	\$340,803	(\$21,980)
Fixed Asset	\$16,638	\$0	\$83,363	\$0	\$0
Total Expenditures:	\$746,505	\$865,089	\$904,214	\$861,651	(\$3,438)
Charges for Services	\$1,500,991	\$1,429,000	\$1,440,000	\$1,453,000	\$24,000
Appr. Fund Balance	\$100,000	\$0	\$83,363	\$0	\$0
Total Revenues:	\$1,600,991	\$1,429,000	\$1,523,363	\$1,453,000	\$24,000
Tax Levy	(\$489,865)	(\$563,911)	(\$563,911)	(\$591,349)	(\$27,438)

Exp. (Over) Under Rev. & Levy (a)	\$364,621	-	\$55,238	-	-
-----------------------------------	-----------	---	----------	---	---

(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.



Program Highlights

Personnel costs reflect cost to continue increase for existing 11.61 FTE allocated to this program. Operating expenses increase by \$2,000 for software costs related to adding a manual swipe feature in the new Land Records Automated Indexing software. Interdepartmental charges decrease based on the estimate of document imaging and postage charges associated with processing a document volume of 125,000. Charges for service revenue increase \$24,000 due to an increase in the average number of pages per document recorded; while the number of documents recorded remains the same as estimated for 2005.

Performance Measure Description

Because time is of the essence when dealing with land and other transaction documents filed in the R.O.D. office, the Real Estate division strives to minimize the time between the submission of a document and its availability for public inspection. The Real Estate Program performance measure indicates the number of days when document recording time exceeds the ten-day benchmark. The performance measure also illustrates the number of days that the document mail-out interval exceeds thirty days.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Number of days when recorded document recording time exceeds 10 days	4	6	0	0	(6)
Number of days document mail-out interval exceeds thirty days	0	5	0	0	(5)



Activity

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Number of Real Estate Documents entered into the Tract Index System, re-key verified, and returned to the customer by mail	123,446	125,000	125,000	125,000	0
Subdivision Plats, Certified Survey Maps, Condo Plats Indexed		365	300	320	20

General Fund

UW-Extension

Mission/
Summary**Mission**

The mission of Waukesha County University of Wisconsin Extension is to deliver research-based information to improve the quality of life for families in the areas of family living, youth development, community resource development, agriculture, and horticulture. UW-Extension (UWEX) provides community based education for families, business, government, and organizations using non-traditional educational methods.

	2004	2005 Adopted	2005 Estimate	2006 Budget	Change From 2005 Adopted Budget	
Financial Summary (a)	Actual	Budget			\$	%
Personnel Costs (b)	\$181,617	\$177,821	\$184,644	\$156,439	(\$21,382)	-12.0%
Operating Expenses (b)	\$415,547	\$265,940	\$540,722	\$131,709	(\$134,231)	-50.5%
Interdept. Charges	\$67,293	\$52,727	\$50,777	\$34,613	(\$18,114)	-34.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$664,457	\$496,488	\$776,143	\$322,761	(\$173,727)	-35.0%
General Government	\$348,591	\$179,500	\$452,165	\$34,000	(\$145,500)	-81.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$4,843	\$2,757	\$3,408	\$3,913	\$1,156	41.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$15,281	\$100	\$221	\$20,717	\$20,617	20617.0%
Appr. Fund Balance	\$3,835	\$0	\$14,948	\$0	\$0	N/A
Total Revenues	\$372,550	\$182,357	\$470,742	\$58,630	(\$123,727)	-67.8%
Tax Levy	\$312,665	\$314,131	\$314,131	\$264,131	(\$50,000)	-15.9%
Exp. (Over) Under Rev. & Levy	\$20,758	-	\$8,730	-	-	-

Position Summary (FTE)

Regular Positions	3.50	3.50	3.50	3.00	(0.50)
Extra Help	0.50	0.43	0.50	0.11	(0.32)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	4.00	3.93	4.00	3.11	(0.82)

Additional Human Res. (c)

State 133 Contract UW-EXT

Faculty & Academic Staff

funded by State/County/Grants

	6.50	6.50	5.75	5.75	(0.75)
--	------	------	------	------	--------

Other Grant Funded Contract Svc.	6.75	4.75	5.00	4.50	(0.25)
----------------------------------	------	------	------	------	--------

Family Nutrition Prog. Grant-

Contracted Svc.

	8.60	8.60	7.85	7.85	(0.75)
--	------	------	------	------	--------

VISTA Volunteer	0.00	1.00	1.00	1.00	0.00
-----------------	------	------	------	------	------

Total (Non-County)	21.85	20.85	19.60	19.10	(1.75)
---------------------------	--------------	--------------	--------------	--------------	---------------

(a) The reduction in County tax levy support of \$211,183 since 2002 including the 2006 reduction of \$50,000 represents a 44% reduction since 2002. In 2006, this reduction results in state reductions of university support to the County which consists of \$107,653 in Salaries & Benefits for a loss of 0.75 faculty FTE. In addition to the County's appropriation, the state and federal partners will provide approximately \$246,925 for 5.75 FTE for faculty positions, plus an estimated \$1,539,079 in support to Waukesha County Extension programs in 2006. Additionally, UWEX specialists have come to Waukesha County and provided almost 400 hours of direct education and consultation to participants in our educational programs at an estimated value of \$29,963. Also, an estimated 719 trained individuals have invested 46,300 volunteer hours valued at \$463,000 to Waukesha County through educational activities.

(b) The 2005 estimate includes 2004 year end carryover & purchase order encumbrances totaling \$2,755 and a carryover expenditure appropriation of \$320,635 related to grants approved by ordinance. This carryover was for grant funds related to Community Development Block Grant (CDBG) of \$100,508; Substance Abuse Mental Health Services Administration (SAMHSA) Violence Prevention grant funds of \$177,934; Roundy's grant of \$12,193; and Going Solo, \$30,000.

(c) Contract UW-Extension Faculty/Academic Staff includes faculty and educators with state UW-Extension appointments to Waukesha County but are included in the state extension budget. For 2006, the UW Extension faculty 5.75 FTE positions are funded by \$74,493 of County Tax levy or 17.9%; State funding of \$246,557 or 59.3%; and County awarded contracts and grant funds of \$95,066 or 22.8%. The 4.50 FTE Contracted Services reflect an estimate of the FTE Equivalency for staff who are funded 100% through County UW Extension grant awards and are not funded with County tax levy. Family Nutrition 7.85 FTE's are federally funded state positions that are not included within the County Budget. Also, the 2005 estimate and the 2006 budget includes a 1.00 FTE for a Volunteer in Service to America (VISTA) position whose stipend is paid directly by the Federal Government (Americorps).

Departmental Strategic Objectives

The completion of the Objectives listed below is dependent upon the receipt of grant funding (as indicated) and approval of the County Board, if grants are awarded to Waukesha County. For those objectives without grant funds identified, the objectives are to be accomplished with County tax levy funding.

Manage Resources with Fiscal Prudence

1. Utilize eCivis Grants Locator and other networks to secure grants and contracts totaling \$658,033 to supplement \$95,066 of the County governments 40% share (\$169,559) of the salaries of the 5.75 FTE UWEX faculty and staff and \$332,192 to support the salaries for the 7.85 FTE Nutrition Program Staff and \$230,775 to support the 4.50 FTE Community Educators in their efforts to provide educational programs addressing priority issues for families and businesses in Waukesha County. (Quarters 1-4, 2006)
2. Through a new collaboration with Waukesha County's Jail Transitional program, classes focusing on making healthy food choices, safe food handling practices and stretching the food dollar will be developed for 6-9 core clients. These core clients are habitual offenders and in the process of transitioning toward independent living in the community while struggling with health and mental health issues. This year long program, which is aimed at decreasing recidivism will be implemented as part of a team approach with Human Services, medical, main jail and Huber jail staff. (United States Department of Agriculture (USDA) Family Nutrition Program Grant Quarters 1-4, 2006)
3. Collaborate with Waukesha County Parks and Land Use Department and 26 municipalities to implement the public participation plan to meet the requirements of the state comprehensive planning law. (State Comprehensive Planning Grant and contract through Department of Parks & Land Use, Quarters 1-4, 2006)
4. In cooperation with the managers of Stonegate Apartments, Waukesha County Sheriffs Department, and the Village of Sussex plan and conduct a community program that will reduce the service calls to the Sheriffs Department by 33%. (County CDBG Grant, Quarters 1-4, 2006)
5. Develop a core mission, evaluate and prioritize programs with respect to that mission and related County services.
6. Study options to reduce Waukesha County Tax levy by consolidating UW Extension duties and services with neighboring County UW Extension departments.

Provide Comprehensive Customer Service

1. Utilize the results of the Westside Neighborhood strategic plan conducted in cooperation with residents, community members and leaders to develop and implement educational programs addressing the plans priority issues. (County and City CDBG Grant applied for, Quarters 1-4, 2006)
2. In cooperation with the Waukesha County Nutrition Coalition design and conduct an assessment of hunger and food insecurity in Waukesha County to measure family needs and modify community services. (USDA Family Nutrition Program Grant, Quarters 1-3, 2006)
3. Evaluate the Savor Wisconsin direct marketing website to measure its effectiveness in linking Waukesha County residents with local farm producers. (USDA Emerging Agriculture Markets and USDA Specialty Products Grants, Quarters 1 & 2, 2006)

Innovate and Seek Continuous Quality Improvement

1. Waukesha County 4-H volunteers and youth will improve organizational management by increasing leadership skills in 4H club management, fiscal accountability, and member and leader retention by utilizing the new tools and resources of the "Strengthening 4H Club Leadership" program. 25% of 4-H clubs will implement at least one new leadership practice. (Quarters 1 & 2, 2006)
2. Engage four apartment owners to actively participate in the neighborhood revitalization plan thereby improving landlord-tenant relations and increasing neighborhood stability. (County CDBG Grant applied for, Quarters 1-4, 2006)

Retain and Develop A High Quality Workforce

1. Design and complete a market analysis of the Phoenix Heights neighborhood in collaboration with local businesses, neighborhood leaders, and the UW-Madison Center for Community and Economic Development to identify business gaps and expand revitalization efforts. (County CDBG Grant applied for, Quarters 1 & 2, 2006)
2. As a result of lessons focusing on healthy food choices, at least 50% of Hispanic agriculture workers will increase fruits and vegetables in their diets. This education targeting a reduction of health risks and associated health care costs will be provided through a partnership with the Hispanic Community Health Resource Center and Oconomowoc Memorial Hospital. (USDA Family Nutrition Program Grant, Quarters 2 & 3, 2006)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Manage Resources With Fiscal Prudence**

1. Southeast Wisconsin Master Gardeners received over 36 hours of in-depth training by Waukesha and Milwaukee County UW-Extension Horticulturalists. In 2004 Waukesha volunteers donated over 7,750 hours of service, valued at \$77,500 (estimated at \$10 per hour) at demonstration gardens, youth and community education programs in the County. At the Eble Park demonstration garden, the trained master gardeners volunteered over 210 hours planting and maintaining the flowerbeds, vegetable garden, and herb garden saving the County over \$2,100 for the labor performed.
2. The UW Extension Nutrition Program provides leadership to the 30 member Waukesha County Nutrition Coalition. In collaboration with the Nutrition Coalition, and through the Food Recovery Program we partner with 78 businesses (a 15% increase from 2005) who donated 173,000 pounds of prepared foods to the program. The food donations are distributed to low-income clients through partnerships with 45 agencies throughout Waukesha County. (USDA Family Nutrition Program Grant)
3. In response to low resource farm businesses facing a high risk of business failure, UW Extension developed and presented a comprehensive program for small farm businesses to identify and address potential risks. Fifteen agriculturally based business owners attended the program at the 2005 FarmDirect Conference with all of the participants adopting new risk management techniques.
4. UW Extension in cooperation with Waukesha County Parks and Land Use Department and 26 Waukesha municipalities developed the largest grant application in the history of the Wisconsin Comprehensive Planning Program. We achieved success in receiving \$812,390, or 41% percent of the \$2 million in total state funds available.

Innovate and Seek Continuous Quality Improvement

1. In cooperation with Waukesha County UWEX Horticulture and Nutrition Education programs, 15 Hispanic teens in the LaTEENo Leadership Garden Program harvested 200 pounds of fresh vegetables. Over 25% of the produce was donated to the Waukesha Food Pantry with the remainder shared among the teens and their families. Through program evaluation all of the youth reported that the garden kept them off the streets and away from violent activities. (USDA Family Nutrition Program, Roundy's, and Substance Abuse Mental Health Administration (SAMHSA) Youth Violence Prevention Grants.)
2. Invasive plants invade natural areas choking out native plant species. If left unchecked these invasive plants would result in a loss of plant diversity leaving only a few plant species in our woodlands. In cooperation with the Village of Menomonee Falls and the friends of Kiln Park an invasive plant species removal project was initiated for Kiln Park in 2004. UW-Extension first provided education for the citizenry about invasive plants followed by a coordinated effort to remove the harmful plants. Three events involving over 100 community volunteers have occurred to remove buckthorn, honeysuckle and garlic mustard from three acres of the park. Other invasive species educational efforts have included the Village of Elm Grove and commercial grounds maintenance companies.
3. Even though Waukesha County is one of the richest Counties in the state, almost 12% of the population is low income. Health concerns due to obesity and rising health costs are formidable issues for all families, but a considerably greater challenge for the low-income family. In partnerships with over 60 local agencies, the UW Extension Nutrition Education Program taught a total of 14,408 low-income participants ways to make healthier food choices, increase physical activity, improve hand washing, practice safe food handling procedures and how to stretch their limited food dollar. (USDA Family Nutrition Program Grant)
4. The Nutrition Educators partner with Waukesha County Jail and Huber Facilities to provide weekly year around, day and evening classes for incarcerated inmates. The 156 classes totaled 234 hours of direct education reaching an estimated 1,560 inmate contacts. To address increasing health concerns due to obesity and raising health care costs, an emphasis is placed on making healthy food choices and increasing fruits and vegetables in the diet. At the beginning of the series of classes, many inmates report throwing away their fruits and vegetables received through their meal programs. At program entry 82.5% of inmates reported consuming no fruits and 44% reported not eating vegetables. At the end of the series a sample of 57 program graduates indicate significant positive behavior changes. Inmates reported a 17% increase in participants now eating fruits and a 16% increase in those consuming vegetables. The 600 inmate contacts in the Huber Jail Horticulture and Nutrition Education Garden Program harvested over 1,500 pounds of fresh produce, which was donated to the Waukesha Food Pantry. The Senior Corrections Counselor endorsed the program reporting that inmates at the Huber Jail facility represent less of a discipline problem upon returning inside the jail after their participation in the class. This allows Huber Jail staff to be more efficient at their job instead of spending extra time on disciplinary problems. (USDA Family Nutrition Program and Roundy's grants)
5. The three-year support of the federal 21st Century Community Learning Center Grant, which was completed in May 2004, provided a loyal school and community following for the Saratoga Elementary after

school program. Beginning in the fall 2004 school year, 119 volunteers and 15 community organizations invested an estimated 2,600 hours to the program valued at \$10/hour or \$26,000. The after school program offered a selection of 45 classes providing academic tutoring, homework help, life skills training, and enrichment classes to the 115 participating students. (County and City CDBG, USDA Family Nutrition Program, Roundy's, SAMHSA Youth Violence Prevention, and SBC Grants)

- a) A PGA golf pro used the game of golf to teach 40 youth team building, skill building and self-control. The youth received a set of golf clubs and were honored for their advancement and exemplary behavior. The program was funded by the PGA of Wisconsin with a value of \$10,000.
- b) An evaluation of the Police and Kids Program revealed that 80% (16) of the youth believed the program helped them become a better person. Another 80% (16) of the youth believed that what they learned would help them succeed in other places. Eight of the youth stated they are more respectful and view themselves as leaders and five of the youth indicated that they learned how to settle conflicts without fighting. 96 youth are involved in PAK. Four City of Waukesha Police Officers provided 360 hours to this project with a value of \$18,000.

Provide Comprehensive Customer Service

1. The UW-Extension Horticulture diagnostic phone service extends reliable horticultural information to Waukesha County residents. To meet the overwhelming demand of residents UWEX has doubled the capacity of our service by adding an additional line staffed by UW Extension trained Master Gardener Volunteers. We have also increased the number of volunteers who staff the lines from two to nine (450%). These volunteers contribute more than 850 hours a year to help provide this educational service, reaching 1,583 County residents in 2004. The value of the volunteer contributions is \$8,500 with a cost savings to the County of \$10,115 (850 hrs @ \$11.90 each). (USDA Horticulture Grant)
2. As part of the Federal Food Security Act, two UWEX Faculty are certified trainers of a nationally mandated program for youth, Pork Quality Assurance (PQA) and Meat Animal Quality Assurance (MAQA). This annual educational certification program was taught to 60 youth and accompanying parents. This new certification program, implemented in 2004, teaches youth, ages 8-18, principles and practices for producing safe, wholesome and nutritious pork and other meat for consumers. Youth must be certified in order to sell at the Waukesha County Fair Livestock Auction. In 2004 the sales generated \$108,550. Youth use the money to pay their livestock production expenses as well as financing their future education. 90% of youth reported they learned how to properly administer medications, determine withdrawal times prior to marketing and the importance of production record keeping.

Retain and Develop a High Quality Workforce

1. A one year post program evaluation was conducted with the three businesses that were started as a result of completing the 2004 Going Solo: Build a Family Business Pilot Program that was funded through a \$15,295 grant by SBC. The businesses reported ongoing success and had created a total of 4 full time positions. One of the businesses reported that they received a technology contract for consulting in Peru. The four jobs created translates into an investment cost of only \$3,823.75 per position (the \$15,295 grant divided by 4 = \$3,823.75 per position). Recently the Waukesha County Revolving Loan Fund Program reported business loans of \$500,000 to create 15 jobs at a cost of \$33,333.33 per job. (SBC)
2. In cooperation with the University of Wisconsin's Center for Integrated Agricultural Systems, the EcoApple project has been initiated in Southeast Wisconsin. This project works directly with apple growers to reduce pesticide use and utilization of less toxic chemicals. With this more environmentally sound approach to apple growing, growers will be able to market their apples under the EcoApple label, which signifies this is a premium product and commands a higher price point, making apple growing profitable in our area. (EPA Pesticide Eco-Apple Project)

Strengthening County Citizens, Families & Communities

Program Description

Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, families and communities. The programs are planned and implemented through developing partnerships with community organizations, building collaborations, and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers, and build networks for the benefits of the citizens in Waukesha County.

Education is provided to protect the environment, assist communities with growth and change, and increase agriculture and horticulture productivity and economic development. Waukesha County UW Extension also teaches programs to, build strong families, develop youth and adult leaders, improve nutrition and mental health, promote family and public safety, strengthen neighborhoods and provide opportunities for developing life skills and workforce development.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
County Staffing (FTE)	4.00	3.93	4.00	3.11	(0.82)
Contract UW-EXT Faculty & Academic Staff funded by State/County/Grants	6.50	6.50	5.75	5.75	(0.75)
Personnel Costs	\$181,617	\$177,821	\$184,644	\$156,439	(\$21,382)
Operating Expenses	\$415,547	\$265,940	\$540,722	\$131,709	(\$134,231)
Interdept. Charges	\$67,293	\$52,727	\$50,777	\$34,613	(\$18,114)
Total Expenditures	\$664,457	\$496,488	\$776,143	\$322,761	(\$173,727)
General Government	\$348,591	\$179,500	\$452,165	\$34,000	(\$145,500)
Charges for Services	\$4,843	\$2,757	\$3,408	\$3,913	\$1,156
Other Revenue	\$15,281	\$100	\$221	\$20,717	\$20,617
Appr. Fund Balance	\$3,835	\$0	\$14,948	\$0	\$0
Total Revenues	\$372,550	\$182,357	\$470,742	\$58,630	(\$123,727)
Tax Levy	\$312,665	\$314,131	\$314,131	\$264,131	(\$50,000)
Exp. (Over) Under Rev. & Levy	\$20,758	-	\$8,730	-	-

**Program Highlights**

The 2005 Adopted budget includes Community Development Block Grants (CDBG) totaling \$179,500, which are not included in the 2006 Proposed Budget. Also, the 2006 proposed budget does include a \$34,000 Comprehensive Planning Grant from Parks and Land Use and a \$15,000 Roundy's Farmers Market grant which were not included in 2005. 2006 CDBG funding has been applied for but has not yet been awarded by the time this budget was approved.

Overall Personnel Cost decrease primarily due to a \$20,600 reduction of a Clerk Typist position from 1.0 FTE to 0.50 FTE and temporary extra help is reduced 0.32 related to a reduction of 0.12 FTE of \$3,200 and a 0.20 FTE reduction of \$3,900 related to the CDBG grants offset by cost to continue the remaining 3.0 FTE.

Operating Expenses decrease by \$134,200 primarily due to a decrease of \$102,400 in contract services mainly as a result of the CDBG grants as explained above. Other operating expense line items: audio visual supplies, postage, communication equipment repair, Books, publications, subscriptions, memberships-dues, travel costs and outside printing have been reduced to from \$9,800 to \$0. Office supplies, office equipment repair and maintenance, mileage reimbursement, tuition and registration, promotion/PR supplies, and third party computer charges are reduced \$22,000 from \$34,200 to \$12,200.

Interdepartmental Expenses decrease primarily due to elimination of five telephone lines and removal of four computers. All other charges have been decreased by up to 45%. Computer maintenance and telephone charges also decreased due to the expectation that 2006 grants will fund at least \$5,000 in Computer Maintenance costs and \$2,000 in Telephone Charges.

Base budget revenues excluding grants increase by \$6,800 primarily due to UW Extension department request for the Family Nutrition Program (FNP) to pay \$5,600 for their computer maintenance costs beginning in 2006. The County paid for the computer maintenance and replacement costs in prior years which provided an in kind match for the FNP grant. The reduction of the County's in kind match of \$5,600 plus the payment to the County of another \$5,600 results in a net loss of \$11,200 to the Family Nutrition Program grant.

Performance Measure Description

1. The department's goal is to increase donations as needed to reduce poverty, which is currently estimated at 11% of the County's low to moderate-income population and to increase total pounds of produce harvested for the Garden Gleaning Program.
2. The department's goal is to provide 780 Jail inmates with nutrition education to use in the development of their personal budget plan.

**Performance Measures**

1. Pounds of produce harvested for the Garden Gleaning (Harvest for the Hungry) program.(a)
2. Jail inmates (est of 1,560 participants) will participate in nutrition education programs and will develop a personal budget plan.

2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
35,017 lbs	25,000 lbs	25,000 lbs	27,500 lbs	2,500 lbs

N/A N/A N/A 50% N/A

(a) The amount of produce available is dependent upon growing conditions and the amount of donations from the farmers and consumers.

**Activity**

Educational Program Participants
Trained Volunteer Leaders
Volunteer Hours Invested
Dollar Value of Volunteer Hours

2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
41,253	45,850	40,458	38,220	(7,630)
819	690	719	725	35
61,936	44,200	46,303	48,573	4,373
\$619,360	\$442,000	\$463,030	\$485,730	\$43,730

Grants Received	Funding Source	Fund Admin.	Amounts Awarded in 2004	Amounts Awarded in 2005	Amounts Awarded for 2006
SAMHSA (Youth Violence Prevention Grant)	US Dept of H&HS	County	\$189,299	\$177,934 ¹	
Roundy's Farmers Market/Gleaning	Roundys	County	\$15,000		\$15,000
Parks and Land Use/State of Wisconsin Comprehensive Planning Grant assistance	State of Wis	County		\$66,000	\$34,000
CDBG West-Side Neighborhood Revitalization Strategy Area (City-\$30,000) (County-\$10,000)	CDBG	County		\$40,000	Pending
CDBG Neighborhood Beautification Project	CDBG	County		\$20,000	Pending
CDBG Haertel Field Revitalization	CDBG	County	\$59,000	\$56,000	Pending
CDBG Phoenix Heights Revitalization	CDBG	County	\$59,000	\$56,000	Pending
Going Solo (Entrepreneurial education to low-income and Hispanic population)	Greater Milwaukee Foundation	County	\$30,000	\$0	
USDA Grants/Horticulture Diagnostics	USDA	UWEX	\$28,590		
USDA Grants/Pesticide Applicator Training CD	USDA	UWEX	\$14,500		
USDA Grants/Horticulture Diagnostics, Greenhouse Construction Training and Horticulture Education to Low-Income Families	USDA	County	\$14,250	\$58,468	Pending
CSBG Grant/Huber Garden/Farmers Market	CSBG	County	\$10,000	\$4,000	Pending
CDBG Non-Profit Leadership	CDBG	County	\$10,000		
CDBG Sussex Community Development	CDBG	County	\$6,000	\$5,000	
CDBG Neighborhood Revitalization Strategy Area (NRSA) Review for West Side Neighborhood	CDBG	County	\$4,000		
CDBG Grant/Farmers Market-Gleaning	CDBG	County	\$3,000	\$2,500	Pending
Parks & Land Use Grant Application Assistance for Comprehensive Planning	State of Wis	County	\$2,500		
CDBG Youth Scholarship Grant Administration	CDBG	County	\$1,000		
Subtotal County Administered grants			\$446,139	\$485,902	\$49,000
Subtotal State/Nonprofits/Other Administered grants	Various		\$485,771	\$451,201	\$0
TOTALS			\$931,910	\$937,103	\$49,000

¹ A SAMHSA grant funding carryover request of \$177,934 to 2005 has been approved by the Federal government.

Mission

It is the mission of the Waukesha County Federated Library System (WCFLS) to ensure access to a high quality of customer service to all county residents by working in partnership with member public libraries to develop and coordinate effective cooperative library services.

Financial Summary	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
County Library Fund						
Expenditures	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
Revenue	\$0	\$0	\$0	\$0	\$0	NA
Tax Levy	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
Exp. (Over) Under Rev. & Levy	-	-	-	-	-	NA
State Aids, Federal & Misc.						
Expenditures (a)	\$1,410,718	\$1,114,507	\$1,321,764	\$1,186,208	\$71,701	6.4%
Revenue (a) (b)	\$1,577,058	\$1,114,507	\$1,366,432	\$1,186,208	\$71,701	6.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over) Under Rev. & Levy	\$166,340	-	\$44,668	-	-	NA
Total All Funds						
Expenditures	\$4,179,905	\$3,855,893	\$4,063,150	\$3,762,842	(\$93,051)	-2.4%
Revenue	\$1,577,058	\$1,114,507	\$1,366,432	\$1,186,208	\$71,701	6.4%
Tax Levy	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
Exp. (Over) Under Rev. & Levy	\$166,340	-	\$44,668	-	-	NA
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.50	0.05	0.05	0.10	0.05	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.51	7.06	7.06	7.11	0.05	

(a) The 2005 estimate exceeds budget to include additional expenditure authority approved by ordinance.

(b) Includes fund balance appropriation of \$408,947 within the 2004 Actual and \$118,075 in the 2005 estimate.

**County
Fund**

Federated Library

**Fund Purpose/
Summary**

Fund Purpose

This fund gives county residents that live in non-library (True Nonresident – TNR) communities access to borrowing privileges at any of the sixteen public libraries in the County. The County Library tax is levied only on those communities that do not have public libraries. Costs here are not reflected in the general County tax levy because this special levy is set only on those 18 jurisdictions without libraries rather than the County as a whole.

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted	Estimate	Budget	Adopted Budget	
Financial Summary					\$	%
County Fund						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$0	\$0	\$0	\$0	\$0	N/A
Tax Levy	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)	-6.0%
Exp. (Over) Under Rev. & Levy	-	-	-	-	-	-

No positions are budgeted in this fund. Administration of the County Fund budget is carried out by staff budgeted within the State Aids fund.

State Aids, Federal & Federated Library Misc. Fund

Fund Purpose/ Summary

Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library services to all residents of the county through services offered by the federated library system to the 16 member libraries. State aid makes up the majority of revenues and is distributed to the library systems through a State statutory formula on the basis of three factors: population, land area, and local expenditure. The Wisconsin Division for Libraries, Technology and Community Learning (DLTCL) must approve the budget based on whether the Library System has an effective service program in each of its required service areas. The Waukesha County Federated Library System Board develops the budget for these state aids based on the amount of funds that the DLTCL estimates. In addition to state aids, the Library System applies for Federal and other grant funds whenever possible to enhance its program of service for the member libraries and the citizens of Waukesha County. Grants are applied for on a project specific basis. Additionally, WCFLS negotiates with neighboring library systems for reimbursement dollars to cover the cost of library borrowing by their residents at member libraries in the Waukesha County Library System. Currently, the System has such a contract with the Lakeshores Library System (Racine and Walworth Counties).

Financial Summary (a)	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
State Aids, Federal & Misc.						
Personnel Costs	\$480,753	\$498,025	\$499,692	\$522,376	\$24,351	4.9%
Operating Expenses	\$861,579	\$541,518	\$748,733	\$586,322	\$44,804	8.3%
Interdept. Charges	\$68,386	\$74,964	\$73,339	\$77,510	\$2,546	3.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,410,718	\$1,114,507	\$1,321,764	\$1,186,208	\$71,701	6.4%
General Government	\$1,141,187	\$1,085,507	\$1,203,357	\$1,135,208	\$49,701	4.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$17,500	\$20,000	\$20,000	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$26,924	\$29,000	\$27,500	\$31,000	\$2,000	6.9%
Appr. Fund Balance	\$408,947	\$0	\$118,075	\$0	\$0	N/A
Total Revenues	\$1,577,058	\$1,114,507	\$1,366,432	\$1,186,208	\$71,701	6.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Exp. (Over) Under Rev. & Levy	\$166,340	-	\$44,668	-	-	-
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.50	0.05	0.05	0.10	0.05	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.51	7.06	7.06	7.11	0.05	

- (a) The 2004 budget combined the previously separate State Aids Fund and Federal and Miscellaneous Fund to provide improved administrative flexibility in managing projects and the budget (history has been restated for comparison purposes).

Departmental Strategic Objectives**Innovate and Seek Continuous Quality Improvement**

1. Assist in local planning efforts for one member library (Act 150 Issue 11, 1st – 4th quarter 2006).
2. Work with Act 150 Planning Committee, to be appointed in August 2005, to develop a 2007-2009 Plan that will be presented to WCFLS and the County Board in summer of 2006. (County Ordinance 23-5, Sept. 05 to Apr 06).

Provide Comprehensive Customer Service

1. Work to complete a single shared automated system in the county by no later than 2007 through cooperative planning and grants to member libraries. (Act 150 Issue 8, ongoing).

Manage Resources With Fiscal Prudence

1. Work with the Library Governance Options Subcommittee of the Waukesha County Cooperating Council on the study of library governance and funding from Summer 2005 and throughout 2006 to develop a consulting report on library options by fall of 2006.

Major Department Strategic Achievements from 7/01/04 to 6/30/05**Innovate and Seek Continuous Quality Improvement**

1. Completed long range plans for Muskego and continued work on Eagle and Menomonee Falls as part of the continued planning efforts for member libraries (Act 150 Issue 11, 1st – 4th quarter 2005).

Provide Comprehensive Customer Service

1. Worked toward the development of a single shared automated system in the County by integrating the Constellation Computer Consortium (seven libraries) within the CAFÉ shared automation system hosted by Waukesha Public Library (Act 150 Issue 8, ongoing). Currently 14 of the 16 member libraries are now on the CAFÉ system.
2. Provided full text databases through the development of partnerships with member libraries contributing local funds of \$58,000 and state aid of \$25,000. This is the eighth year of the program. For details on System reference databases see <http://www.wcfls.lib.wi.us/links/links.htm>.

Manage Resources With Fiscal Prudence

1. Investigated feasibility of establishing an umbrella library foundation for the system and member libraries for special events and capital projects (Act 150 Issue 1, ongoing). Invited foundation representative to two meetings of member library directors. Still engaged in planning for possible foundation.
2. Worked with City of Pewaukee and Village of Pewaukee as well as County officials to develop a smooth transition plan for the formation of a Pewaukee Joint Library.
3. Developed a Capital Cost Reimbursement proposal, which was not adopted by the County.
4. Began work on a study of library governance options for Dane, Milwaukee, and Waukesha Counties.

Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative and clerical support.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.94	1.49	1.49	1.54	0.05
Personnel Costs	\$90,260	\$91,854	\$92,162	\$97,400	\$5,546
Operating Expenses	\$59,903	\$57,462	\$54,772	\$59,781	\$2,319
Interdept. Charges	\$60,889	\$68,652	\$67,809	\$72,502	\$3,850
Total Expenditures	\$211,052	\$217,968	\$214,743	\$229,683	\$11,715
General Government	\$204,929	\$190,968	\$190,968	\$199,683	\$8,715
Other Revenue	\$26,924	\$27,000	\$27,000	\$30,000	\$3,000
Total Revenues	\$231,853	\$217,968	\$217,968	\$229,683	\$11,715
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy	\$20,801	-	\$3,225	-	-
-------------------------------	----------	---	---------	---	---



Program Highlights

Administrative Services personnel costs increase \$5,546, which includes a \$4,046 cost to continue increase for the existing 1.49 FTE and \$1,500 for the addition of 0.05 FTE clerical temporary extra help. The additional clerical coverage will provide support for additional meeting coverage primarily related to the appointment of the Library Planning Committee (Act 150 Committee). Operating costs increase \$2,319 mainly due to routine office expense increases. Interdepartmental charges increase \$3,850 mainly associated with increasing End User Operations and Technology Fund (EUOTF) charges recognizing the total cost of personal computer ownership. EUOTF charges are budgeted at 100% of full cost in 2006.

State aid increases within this program representing the necessary state library aid allocation to cover budgeted program expenses. Across all programs state aid increases \$45,453 or 5%. Other revenue increases \$3,000 to \$30,000 reflecting higher expected investment income allocation (Est. 4%) on the State Aids average estimated cash balance of \$750,000.

Performance Measure Description

The Waukesha Federated Library System (WCFLS) makes planning a priority. As established in the objectives of the last Act 150 Committee, WCFLS staff is to provide planning services to member libraries to improve services generally and ensure libraries receive guidance in meeting system requirements and standards. The number of library plans expected to be completed in 2006 decrease to 1 because of the expected additional effort involved in developing a 2007-2009 system wide plan (objective: Innovate and Seek Quality Improvement #1) and the library governance option study (objective: Manage with Fiscal Prudence #1).



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# member library plans completed	3	2	2	1	(1)
# of member annual reports reviewed and submitted	16	16	16	16	0
# Library communities rating WCFLS effective out of 16 libraries	16	16	15	16	0

Resource Sharing

Program Description


The Federated Library System works to aid in member library collection development and to provide system-wide services that improve collection access and assist in member library operations. Specific program activities include the coordination of interlibrary loan services within the County, and the processing/filling of requests for materials that are not found within the System via requests to libraries outside the County. Activities also include Delivery services between System member libraries and academic libraries in the County allowing Waukesha County residents to borrow library materials from and return them to any System member library.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.43	2.43	2.43	2.43	0.00
Personnel Costs	\$149,541	\$154,188	\$154,163	\$160,596	\$6,408
Operating Expenses	\$172,395	\$167,550	\$165,750	\$195,463	\$27,913
Interdept. Charges	\$2,066	\$1,700	\$1,050	\$1,206	(\$494)
Total Expenditures:	\$324,002	\$323,438	\$320,963	\$357,265	\$33,827
General Government	\$315,252	\$323,438	\$323,438	\$357,265	\$33,827
Total Revenues:	\$315,252	\$323,438	\$323,438	\$357,265	\$33,827
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy	(\$8,750)	-	\$2,475	-	-
-------------------------------	-----------	---	---------	---	---

Program Highlights

Personnel costs increase \$6,408 reflecting cost to continue for the existing 2.43 FTE. In total, operating expenses increase \$27,913, which includes \$5,000 in new funding for shared database subscriptions. Database subscriptions are funded through a municipal library/Federated System cost share. The System funds 30% and member libraries fund 70% of database subscription costs, and total \$88,000 in 2006. Operating expense increases also include \$22,184 for contracted van delivery services. A new contract is expected to cost considerably more because of increased volume from shared automation system and increased fuel costs. General government revenues increase \$33,827 within this program, which is the majority of the total state aid increase of \$45,453 to the System. State aid is allocated based on increased services and costs as described above.



	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Activity-Workload Data					
Databases for members	9	9	9	9	0
Database access	91,962	90,000	100,000	120,000	30,000
# of reference website links accessed	138,194	35,000	140,000	150,000	115,000
% of interlibrary loan requests that are filled in WCFLS.	87%	85%	89%	90%	5%
Items delivered by van for member libraries	253,914	295,000	385,000	425,000	130,000
Net Library Books available	7,000	7,000	7,500	7,500	500

Automation Technology

Program Description

The Federated Library System works with the member libraries to maintain and develop automated systems to aid in the efficient delivery of library services.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.05	1.05	1.05	1.05	0.00
Personnel Costs	\$84,883	\$90,258	\$91,760	\$95,777	\$5,519
Operating Expenses	\$348,920	\$67,136	\$263,153	\$68,840	\$1,704
Interdept. Charges	\$4,209	\$4,002	\$4,209	\$3,439	(\$563)
Total Expenditures:	\$438,012	\$161,396	\$359,122	\$168,056	\$6,660
General Government	\$165,647	\$160,396	\$263,296	\$148,056	(\$12,340)
Charges for Services	\$0	\$0	\$17,500	\$20,000	\$20,000
Other Revenue	\$0	\$1,000	\$0	\$0	(\$1,000)
Appr. Fund Balance	\$406,639	\$0	\$118,075	\$0	\$0
Total Revenues:	\$572,286	\$161,396	\$398,871	\$168,056	\$6,660
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy	\$134,274	-	\$39,749	-	-
-------------------------------	-----------	---	----------	---	---



Program Highlights

Personnel costs reflect salary and benefit increases to continue 1.05 FTE. The operating increase of \$1,704 reflects a slight increase in the Library Services and Technology Act (LSTA) Automation grant revenue and expenditures. These expenditures will assist the system in developing automation projects such as virtual reference and improvements to cataloging. It is possible that 2006 LSTA grant funding may be available to assist the Menomonee Falls and New Berlin libraries to join with CAFE automation system operated by the Waukesha Public Library. If additional grant revenues are available, a separate ordinance will be proposed to request the appropriation of these funds.

The general government allocation of state aid decreases \$12,340. The decrease in state aid is possible due to the implementation of a \$20,000 contract with the Waukesha Public Library and CAFÉ computer consortium reflected in the increase to charges for services revenues. Under this contract, the City of Waukesha will reimburse WCFLS for automation services provided.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
T-1 lines maintained (High speed Internet data lines)	19	19	18	19	0
Use of mobile training labs	50	50	50	50	0
Public Internet training sessions	39	0	0	0	0
Public Internet training participants	1,129	0	0	0	0

Education and Outreach

Program Description

Provide services and activities that include the offering of continuing education opportunities for library staff and board members and education/outreach programs for youth and special needs library users.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.73	1.73	1.73	1.73	0.00
Personnel Costs	\$125,309	\$129,802	\$129,592	\$135,194	\$5,392
Operating Expenses	\$76,453	\$41,613	\$57,301	\$49,490	\$7,877
Interdept. Charges	\$1,222	\$610	\$271	\$363	(\$247)
Total Expenditures:	\$202,984	\$172,025	\$187,164	\$185,047	\$13,022
General Government	\$220,430	\$171,025	\$185,975	\$184,047	\$13,022
Other Revenue	\$0	\$1,000	\$500	\$1,000	\$0
Appr. Fund Balance	\$2,308	\$0	\$0	\$0	\$0
Total Revenues:	\$222,738	\$172,025	\$186,475	\$185,047	\$13,022
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy	\$19,754	-	(\$689)	-	-
-------------------------------	----------	---	---------	---	---

Program Highlights

Personnel costs reflect salary and benefit costs to continue for 1.73 FTE. Other operating costs increase \$7,877 primarily due to the appropriation of \$5,000 for consulting work to develop a method to measure electronic/Internet library usage. The revenue increase reflects the state aid allocation to this program to cover program cost increases.

Performance Measure	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Response time to assistive device requests (benchmark 24hrs)	24 hrs	24 hrs	24hrs	24 hrs	0hrs
Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Classes for member lib. staff	50	45	45	45	0
Total contact hours	1,914	2,200	2,200	2,200	0
Summer Reading programs	48	48	48	48	0
Summer Reading attendance	47,418	40,000	50,000	50,000	10,000
Youth services workshops	6	5	5	5	0
Youth services workshop attendance	140	100	100	100	0



Payments to Member Libraries/Systems

Program Description

There are 19 municipalities that own and operate libraries in Waukesha County. The county taxes the other 18 communities without libraries. WCFLS distributes funds to libraries so that they can provide service to residents that would otherwise have no library services. With these arrangements in place, all residents of Waukesha County have library access. The state then provides funds for additional services. This program also works with representatives of adjacent library systems and counties to develop funded borrowing agreements on behalf of WCFLS member libraries that are close to Waukesha County's borders.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.36	0.36	0.36	0.36	0.00
Personnel Costs	\$30,760	\$31,923	\$32,015	\$33,409	\$1,486
Operating Expenses	\$2,973,095	\$2,949,143	\$2,949,143	\$2,789,382	(\$159,761)
Total Expenditures:	\$3,003,855	\$2,981,066	\$2,981,158	\$2,822,791	(\$158,275)
General Government	\$234,929	\$239,680	\$239,680	\$246,157	\$6,477
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$234,929	\$239,680	\$239,680	\$246,157	\$6,477
Tax Levy	\$2,769,187	\$2,741,386	\$2,741,386	\$2,576,634	(\$164,752)

Exp. (Over) Under Rev. & Levy	\$261	-	(\$92)	-	-
-------------------------------	-------	---	--------	---	---



Program Highlights

Personnel costs reflect salary and employee benefit costs to continue 0.36 FTE allocated to this program. Operating expenses decrease \$159,761 mainly due to the County levy, which decreases \$164,752 with the inclusion of the City of Pewaukee in the joint library for Pewaukee. The total tax levy of \$2.6 million is distributed to member libraries for reimbursement of TNR usage costs. Continuing operating expenses also include \$36,300 in state aid revenue grants to member libraries to assist in funding costs associated with shared services, \$72,600 in payments to the resource library (City of Waukesha) and \$103,400 in intersystem agreement revenue that is distributed to member libraries that lend materials (inter-system borrowing) to Lakeshores Library System patrons (Non-Waukesha County Federated System).

Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	872,187	887,592	887,592	772,922*	(114,670)
Percent of Non Library Community Borrowing of Total County Borrowing	21.40%	20.81%	20.81%	17.61%*	(3.20%)

Budget Year	2002	2003	2004	2005	2006
Total Local Allowable Library Cost, for budget purposes (in millions)	\$11.29	\$12.18	\$12.93	\$13.17	\$14.63
Percent Increase Local Cost	7.80%	7.85%	6.24%	1.82%	11.1%**

* Excludes use by City of Pewaukee residents at member libraries, for purposes of 2006 budget they will be library community circulations.

** Spending by Pewaukee City for Joint Library increased substantially for the new operation.

Payments to Member Libraries/Systems (cont)

How the Tax Levy is calculated:

The county ordinance (11-4) specifies that WCFLS is to annually calculate an allowable expenditure factor. The allowable expenditure factor is multiplied by the percent of use by county taxed residents as shown below.

Circulation by library community residents	3,616,096
Circulation by non-library communities	+ 772,920
Total County-wide circulation	4,389,016
Total Allowable operating expenditures	\$14,631,384
Ratio of non-library communities' circulation (from data above)	x 17.61%
TNR funding level for County-taxed residents	\$2,576,634

How the 2006 Best-Fit Distribution is calculated:

Libraries receive the best of: a) the minimum amount required by Wisconsin Statute 43.12, b) an across the board adjustment (-3.9% for 2006), or c) a flat rate per adjusted circulation (2.64 for 2006).

Note: The establishment of the joint library in Pewaukee changes the factors in the County Funding formula. The ratio of TNR (county-taxed) circulation falls from 20.7% to 17.6% but the allowable funding level increases; the net result is a 6% funding decline.

<i>Library Levy Distributions</i>	<i>2005</i>	<i>2006</i>	<i>\$ Change</i>	<i>% Change</i>
Pewaukee	\$125,428	\$14,236	(\$111,192)	-88.7%
Waukesha	\$1,156,676	\$1,120,528	(\$36,148)	-3.1%
Brookfield	\$308,993	\$299,337	(\$9,656)	-3.1%
Oconomowoc	\$250,928	\$243,086	(\$7,842)	-3.1%
Hartland	\$221,084	\$214,175	(\$6,909)	-3.1%
Elm Grove	\$39,163	\$37,939	(\$1,224)	-3.1%
Big Bend	\$20,478	\$19,838	(\$640)	-3.1%
Menomonee Falls	\$10,071	\$9,756	(\$315)	-3.1%
New Berlin	\$4,591	\$4,448	(\$143)	-3.1%
Butler	\$524	\$507	(\$17)	-3.2%
Delafield	\$168,465	\$168,675	\$210	0.1%
Eagle	\$7,767	\$8,643	\$876	11.3%
Sussex-Lisbon	\$66,628	\$67,538	\$910	1.4%
North Lake	\$35,921	\$37,203	\$1,282	3.6%
Muskego	\$25,705	\$28,342	\$2,637	10.3%
Mukwonago	\$298,965	\$302,383	\$3,418	1.1%
Total	\$2,741,386	\$2,576,634	(\$164,751)	-6.0%

The largest individual decrease is \$111,192 for Pewaukee, which reflects the impact of counting the City of Pewaukee's borrowing as resident borrowing at the new joint library.

Communities with 3.1% reductions reflect the implementation of the hold harmless minimums included in the *Best Fit Formula*

The communities that receive increases (except for Mukwonago and Sussex-Lisbon) reflect state law minimums that require 70% reimbursement for TNR usage.

Mukwonago and Sussex-Lisbon increases are based on per circulation minimums.

All Funds**Parks & Land Use****Mission/
Summary****Mission**

The Waukesha County Department of Parks and Land Use, working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's cultural and natural resources, and to the health of its citizens.

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
Financial Summary					\$	%
General Fund						
Expenditures	\$10,734,906	\$11,230,710	\$11,441,993	\$11,499,652	\$268,942	2.4%
Revenues(a)	\$4,917,275	\$4,672,758	\$5,008,758	\$4,861,200	\$188,442	4.0%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev.& Levy	\$675,366	-	\$124,717	-	-	NA
Land Information System Fund						
Expenditures(b)	\$552,909	\$560,521	\$674,462	\$558,386	(\$2,135)	-0.4%
Revenues	\$661,399	\$560,521	\$676,890	\$558,386	(\$2,135)	-0.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev.& Levy	\$108,490	-	\$2,428	-	-	NA
Tarmann Fund						
Expenditures	\$1,791,357	\$1,500,000	\$1,320,000	\$1,000,000	(\$500,000)	-33.3%
Revenues(a)	\$2,152,370	\$1,500,000	\$1,510,000	\$1,000,000	(\$500,000)	-33.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev.& Levy	\$361,013	-	\$190,000	-	-	NA
Golf Courses						
Expenditures(c)	\$3,118,784	\$3,228,068	\$3,107,645	\$3,119,471	(\$108,597)	-3.4%
Revenues	\$3,010,038	\$3,375,000	\$3,200,000	\$3,265,000	(\$110,000)	-3.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss)(c)	(\$108,746)	\$146,932	\$92,355	\$145,529	(\$1,403)	-1.0%
Ice Arenas						
Expenditures(c)	\$975,286	\$1,070,034	\$1,014,709	\$1,028,313	(\$41,721)	-3.9%
Revenues	\$898,964	\$1,070,500	\$921,000	\$930,000	(\$140,500)	-13.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%
Operating Inc./(Loss)(c)	(\$76,322)	\$466	(\$93,709)	(\$98,313)	(\$98,779)	-21197.2%

- (a) The 2006 revenue budget includes fund balance appropriations of \$1,229,313: \$356,000 within the General Fund, \$650,000 within the Materials Recycling Facility and \$125,000 within the Tarmann Fund. The 2005 revenue budget includes fund balance appropriations of \$1,719,780: \$369,780 within the General Fund, \$650,000 within the Materials Recycling Facility Fund and \$700,000 within the Tarmann Fund.
- (b) The 2005 estimate exceeds 2005 adopted budget to include additional expenditure authority carried over from 2004 and changes approved by ordinance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

All Funds

Parks & Land Use

Mission/
Summary

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
Financial Summary					\$	%
Materials Recycling Fund						
Expenditures (c)	\$1,676,518	\$1,877,840	\$1,797,012	\$2,043,941	\$166,101	8.8%
Revenues (a)	\$3,094,379	\$2,440,000	\$2,797,413	\$2,420,000	(\$20,000)	-0.8%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./ (Loss)(c)	\$1,417,861	\$562,160	\$1,000,401	\$376,059	(\$186,101)	-33.1%
Total All Funds						
Expenditures(c)	\$18,849,760	\$19,467,173	\$19,355,821	\$19,249,763	(\$217,410)	-1.1%
Revenues(a)	\$14,734,425	\$13,618,779	\$14,114,061	\$13,034,586	(\$584,193)	-4.3%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev.& Levy	\$1,144,869	-	\$317,145	-	-	NA
Operating Inc./ (Loss)(c)	\$1,232,793	\$709,558	\$999,047	\$423,275	(\$286,283)	-40.3%
Position Summary All Funds (FTE)						
Regular Positions	115.50	115.50	115.50	113.50	(2.00)	
Extra Help	71.97	80.15	80.29	76.29	(3.86)	
Overtime	3.68	3.87	3.74	3.40	(0.47)	
Total	191.15	199.52	199.53	193.19	(6.33)	

- (a) The 2006 revenue budget includes fund balance appropriations of \$1,229,313: \$356,000 within the General Fund, \$650,000 within the Materials Recycling Facility and \$125,000 within the Tarmann Fund. The 2005 revenue budget includes fund balance appropriations of \$1,719,780: \$369,780 within the General Fund, \$650,000 within the Materials Recycling Facility Fund and \$700,000 within the Tarmann Fund.
- (b) The 2005 estimate exceeds 2005 adopted budget to include additional expenditure authority carried over from 2004 and changes approved by ordinance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

General Fund**Parks & Land Use****Fund Purpose/
Summary****Fund Purpose**

The Department of Parks & Land Use general fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, water and septic inspections/permit issuance, solid waste management programs, land and water resource management programs.

FINANCIAL SUMMARY

	2004	2005	2005	2006	Change From 2005	
		Adopted			Adopted Budget	
General Fund	Actual	Budget	Estimate (a)	Budget	\$	%
Personnel Costs	\$7,404,872	\$7,710,119	\$7,627,878	\$7,917,630	\$207,511	2.7%
Operating Expenses	\$2,088,534	\$2,238,528	\$2,385,019	\$2,234,850	(\$3,678)	-0.2%
Interdept. Charges	\$1,088,234	\$1,016,413	\$1,023,846	\$1,061,372	\$44,959	4.4%
Fixed Assets	\$153,266	\$265,650	\$405,250	\$285,800	\$20,150	7.6%
Total Expenditures	\$10,734,906	\$11,230,710	\$11,441,993	\$11,499,652	\$268,942	2.4%
General Government	\$549,661	\$570,326	\$739,500	\$763,000	\$192,674	33.8%
Fine/Licenses	\$1,077,543	\$1,065,800	\$1,031,500	\$1,091,500	\$25,700	2.4%
Charges for Services	\$2,187,794	\$2,096,152	\$1,949,400	\$1,896,000	(\$200,152)	-9.5%
Interdepartmental	\$496,455	\$468,300	\$458,800	\$468,300	\$0	0.0%
Other Revenue	\$66,675	\$102,400	\$153,100	\$286,400	\$184,000	179.7%
Appr. Fund Balance (b)	\$539,147	\$369,780	\$676,458	\$356,000	(\$13,780)	-3.7%
Total Revenues	\$4,917,275	\$4,672,758	\$5,008,758	\$4,861,200	\$188,442	4.0%
Tax Levy	\$6,492,997	\$6,557,952	\$6,557,952	\$6,638,452	\$80,500	1.2%
Exp. (Over)/Under Rev. & Levy	\$675,366	-	\$124,717	-	-	-
Position Summary (FTE)						
Regular Positions	97.14	97.14	97.14	96.14	(1.00)	
Extra Help	47.02	51.90	51.92	49.58	(2.32)	
Overtime	2.60	2.69	2.71	2.41	(0.28)	
Total	146.76	151.73	151.77	148.13	(3.60)	

- (a) The 2005 estimate exceeds the 2005 adopted budget due to additional expenditure authority carried over from 2004 and other changes approved by ordinance.
- (b) The 2005 budget includes fund balance appropriations of \$369,780; \$40,000 for the brownfield recycling initiative, \$51,000 for Groundwater Study and \$278,780 of MRF investment income appropriated from MRF fund balance. The 2005 estimate includes an additional \$306,678 of fund balance associated with 2004 expenditure authority carried forward. The 2006 budget includes fund balance appropriations of \$356,000; \$30,000 for brownfield recycling, \$51,000 (3rd year of 4year study) for Groundwater Study and \$275,000 of MRF Investment income appropriated from MRF fund balance.

Departmental Strategic Objectives**Manage Resources With Fiscal Prudence**

1. Participate in Ground Water Study of Waukesha County conducted by the Southeastern Wisconsin Regional Planning Commission (Administration).
2. In conformance with the State of Wisconsin Stewardship grant guidelines, update the County's Park and Open Space Plan (Parks - Goal 2.1 – 3rd quarter 2006).
3. Implement a detailed capital plan at the Exposition Center that maintains the infrastructure and enhance versatility for customers (Goal 1.6 Enterprise – 1st and 2nd quarter 2006).
4. Manage the countywide yard waste composting and mineral extraction operation in the Town of Genesee in cooperation with local communities and private operator. Apply for DNR Recycling Efficiency grant to reduce operating costs. Move gravel royalties to Land Resources budget. Continue entering intergovernmental agreements with communities. (Land Resources - Goal 3.9- Ongoing).
5. Continue managing Agricultural/Business Hazardous Waste and Household Hazardous Waste programs utilizing state grant funds, in partnership with Onyx Emerald Park Landfill (OEPL) and municipalities. Allow Walworth County residents to utilize site at the Waukesha incinerator on fee for service basis (Land Resources - Goals 3.7 and 3.8- Ongoing).
6. Consolidate two clerical positions into one to save operating costs for the division (Land Resources).

Provide Comprehensive Customer Service

1. Provide updated "Density Chart" as part of County Development Plan and write new Floodplain Amendment to County Shoreland and Floodplain Ordinance to meet NR 115 and NR 116 requirements (Planning- on-going).
2. Evaluate and integrate the Zoning Amendment, Plan of Operation and Subdivision Checklist into web based Permit Guide and develop new checklist for conditional use and zoning permits for inclusion on the website (Planning – 2nd quarter 2006).
3. Guide the incorporation of a Waukesha County "Lost and Found Pet" application into the department's Humane Officer website (Environmental Health).
4. Develop and implement, over the next year, a public information plan to increase park system visibility and inform the customer of new and existing park system programs and events (Parks - Goal 1.10, 2nd quarter 2006).
5. Implement the Legacy Parkland Acquisition Program for the acquisition of lands identified in the County's Park and Open Space Plan and partner with non-profit conservation organizations and local units of government whose land acquisitions are the same as the County's (Parks - Goal 2.1, ongoing).
6. Guide the development of a database used for dog licensing by county municipalities (Environmental Health - Ongoing).
7. Through intergovernmental agreements with 8 communities in the Upper Fox River Watershed, develop and implement an urban nonpoint source control educational program to comply with municipal storm water discharge permits under NR 216 (Land Resources).
8. Prepare and complete 2006 Land Use Plan Amendments (Planning –Goal 2.2).
9. Pursue authorized local program status for the county storm water management and erosion control program (Land Resources).

Innovate and Seek Continuous Quality Improvement

1. In cooperation with a coalition, consisting of Milwaukee, Waukesha, the Milwaukee Metropolitan Sewage District (MMSD), citizens, businesses and governments initiate a ground water awareness program (Environmental Health).
2. Develop an exterior plan for the Courthouse and Administration Building for signage and pedestrian movement to respond to the building security plans (Parks/Admin – 2nd Qtr 2006).
3. As part of a comprehensive groundwater protection/conservation plan, perform a feasibility study for initiating a countywide well siting program (Environmental Health).
4. Investigate and implement park code enforcement policies and procedures (Parks - Goal 1.3, 1st quarter 2006).
5. Implement a system volunteer program. The volunteer program will enhance implementation of park system programs through volunteer efforts (Parks -Goal 1.15, ongoing).
6. Complete GIS component of storm water database (Land Resources).
7. Explore GIS solutions for increased efficiency in the administration of parks boundary encroachment, park maintenance scheduling, and park design and development (Parks -Goal 1.8 and 4.1)(2nd quarter).
8. Populate new "Pax-it" program imaging system and work with Information System to link to G.I.S. system (Planning).
9. Complete update to County Land and Water Resource Management Plan (Land Resources).

Retain and Develop a High Quality Workforce

1. In cooperation with the Department of Administration, evaluate alternatives to funding retirement/social security for seasonal staff to reduce annual operating costs (Parks, Enterprise, 1st Quarter).
2. Obtain appropriate staff training for environmental recovery/remediation following chemical or biological terrorist incident (Environmental Health –Ongoing).

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Manage Resources With Fiscal Prudence**

1. Reduced winter operating hours at year round household hazardous waste collection sites and eliminated a one-day collection event to reduce operating costs. Conducted a public information program to alert customers of the changes including newspaper ads, press releases, and website updates (Goal 3.8 – Land Resources).
2. Provided leadership and financial support for reorganization efforts for the Wisconsin Be SMART Coalition (formerly SE Wisconsin Waste Reduction Coalition) resulting in a new non-profit fiscal agent, Recycling Connections, and transition to a statewide organization. The Coalition conducted a successful one-day computer recycling event, collecting 89 tons of computers and components (Goals 3.11 and 3.12 – Land Resources).
3. Composting and nonmetallic mining facility in the Town of Genesee. Since September 2004, over 200,000 tons of sand & gravel has been mined and over 5,500 tons of yard waste has been composted on site (Goal 3.9 – Land Resources).
4. Achieved the park system 30% of operating cost revenue goal (Parks).
5. Recruited 4 elementary schools for the Green Schools program, provided technical and financial assistance, offered processing of recyclables at county MRF (Goal 3.12 – Land Resources).

Provide Comprehensive Customer Service

1. Updated and promoted the county recycling website to businesses and residents through the annual countywide recycling newsletter, press releases, and newspaper ads, nearly doubling the number of web visits from 27,500 in 2003 to 52,478 in 2004 (Goals 3.11 and 3.12 - Land Resources).
2. A compendium of training materials for food establishment education has been assembled (Environmental Health).
3. Completed phase one of a multi-year facility improvement capital project for the Exposition Center (Exposition Center).

Innovate and Seek Continuous Quality Improvement

1. Conducted successful recycling and reuse project at the Retzer Nature Center expansion, resulting in 141 tons of construction and demolition waste reused or recycled. The project reduced volume of waste landfilled by 48% (82% by weight) (Goal 3.11-Land Resources).
2. Developed and launched a new education program (Turn Over a New Leaf) promoting onsite yard waste management alternatives to burning, including leaf mulching and home composting (Goal 3.12 – Land Resources).
3. Completed update to the County Storm Water Management & Erosion Control Ordinance, which now serves as a model for communities statewide (Land Resources).
4. Implemented web-based storm water management database to track permit activity and long-term maintenance of storm water practices (Land Resources).
5. Completed Pebble Creek Flood Study in cooperation with the Waukesha County Drainage Board. (Land Resources).
6. Approved final round of nonmetallic mine reclamation plans in accordance with the three-year phase-in period for the County Nonmetallic Mine Reclamation Ordinance (Land Resources).
7. Continued working with Comprehensive Development Planning Committee and related subcommittees, established in 2003 to develop new Smart growth compliant Land Use Plan for Waukesha County (Planning).
8. Completed updates to the Zoning Code and Shoreland and Floodland Management Code (Planning).
9. Procedures have been developed for a 5-year review of Spill Prevention Control and Countermeasures plans (Environmental Health).
10. Evaluation of the private well permit program to include DNR fee and well inspection continues as a part of the overall groundwater protection and conservation plan objective (Environmental Health).
11. Revised, in conjunction with the Environmental Health Division, the beach testing procedures (Parks).
12. Completed the Retzer Nature Center, Lake Country Trail – Phase II Capital Projects and Pavement Management projects (Parks).
13. Completed the following operation projects; Naga-Waukee Park beach house renovation, Pewaukee Lake Access building renovation, and Installation of Way finding signs at Muskego and Mukwonago Parks (Parks).
14. Successful conduction of the Apple Harvest Festival, Waukesha Winter Jamboree, and Spooka Minooka special events (Parks).
15. Acquired 190 acres of parkland through the Tarmann Legacy Parkland Acquisition Program (Parks).
16. In conjunction with the Human Resources, automated the seasonal employee county policy training (Parks).
17. Automated the Retzer Nature Center Planetarium and Environmental Learning Center program registration and implemented a point of sale system for the gift shop (Parks).
18. Coordinated the year 2005 amendments to the Development Plan for Waukesha County (Administration).
19. Initiated comprehensive update to Chapter 14 of the Waukesha County Code concerning Department programs (Administration).
20. Brought on-line an imaging software system that links digital photographs to the permit and licensing databases and GIS (Administration).

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T=One-Time
9326	Fox River Park Dev. (a) (b)	2005	\$2,474,572	100%	\$130,500	A
9703	Pavement Management Plan	Ongoing	\$400,000/Yr	Ongoing	\$0	NA
9804	Lake Country Trail Phase 2	2006	\$434,700	100%	\$0	NA
9805	Retzer Nature Center Bldg. Expansion (b)	2005	\$1,299,200	100%	\$19,000	A
200014	Bikeway Improvement (c)	2009	\$825,000	25%	\$3,000	A
200324	Lake Country Trail- Phase III	2006	\$613,200	10%	\$5,000	A
200501	Expo Center Compliance/Maintenance	2007	\$751,000	60%	\$0	NA
200502	Nagawuakee Park Storage/Carpenter shop	2007	\$745,000	0%	\$0	NA
200503	Muskego Park Maintenance bldg.	2008	\$602,000	0%	\$0	NA
200504	Menomonee Park Maintenance Bldg.	2009	\$657,000	0%	\$0	NA
200505	Restroom Renovations	2014	\$3,069,000	0%	\$3,000	A
200609	Retzer Nature Center Maintenance Bldg.	2010	\$690,000	0%	\$0	NA

Refer to Capital Project Summary for additional project information.

- (a) Estimated on-going operating costs does not include offsetting revenues estimated at 30% of operating costs. Also, does not include approximately \$237,000 of one-time equipment purchases made between 2001 and 2003.
- (b) Project coordinated with Facilities Management.
- (c) Total project cost is approximately \$4,000,000. Federal TEA-21 funding is anticipated to provide 80% of project construction costs.

Land Resources

Solid Waste Planning, Implementation & Education

Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the state solid waste management hierarchy. Participate in a consolidated approach to managing the county's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees.

Provide educational technical assistance to municipal officials and staff, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.

Land Resources

Solid Waste Planning, Implementation & Education (cont)

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	5.22	5.05	5.05	5.05	0.00
Personnel Costs	\$278,967	\$288,537	\$286,857	\$305,441	\$16,904
Operating Expenses	\$76,049	\$247,400	\$184,200	\$179,300	(\$68,100)
Interdept. Charges	\$13,826	\$15,541	\$12,737	\$13,267	(\$2,274)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$368,842	\$551,478	\$483,794	\$498,008	(\$53,470)
General Government	\$111,417	\$110,376	\$110,000	\$144,000	\$33,624
Charges for Services	\$359,358	\$188,000	\$110,000	\$13,000	(\$175,000)
Interdepartmental	\$24,841	\$26,900	\$26,900	\$36,277	\$9,377
Other Revenue	\$25,055	\$37,400	\$36,800	\$114,800	\$77,400
Appr. Fund Balance	\$8,599	\$278,780	\$286,045	\$275,000	(\$3,780)
Total Revenues	\$529,270	\$641,456	\$569,745	\$583,077	(\$58,379)
Tax Levy (a)	(\$91,550)	(\$89,978)	(\$89,978)	(\$85,069)	\$4,909

Exp. (Over) Under Rev. & Levy	\$68,878	-	(\$4,027)	-	-
-------------------------------	----------	---	-----------	---	---

(a) Negative levy reflects revenues over expenses, which are used to offset expenses within Household/Agricultural Hazardous Waste Program.



Program Highlights

Personnel costs increase \$16,904 reflecting wage and benefit increases for 5.05 FTE and a slight reduction in extra help due to assumption of reduced hourly rate for interns. Compost program operating expenses are reduced by \$65,000 due to a lower estimate of municipal wood waste tons to be processed. The 2006 budget includes the processing of 6,000 tons (5,500 tons yard waste and 500 tons wood waste) at the County Compost Facility. The budget also includes a corresponding reduction of \$65,000 in tipping fees charged to municipalities for wood waste processing. Municipalities will still pay \$26 per ton to process wood waste. Funds from the 2005 DNR Recycling Efficiency Incentive (REI) Grant will allow free composting of yard waste for all participating municipalities. Staff will apply for an REI grant in 2006 to continue offsetting the yard waste compost program costs in future years. REI funds will be recognized annually for this purpose. REI grant funds are increased from \$42,000 to \$75,000 to replace gravel royalties of \$33,000, which have been moved to Land Conservation budget.

General governmental revenues from recycling grants fund a portion of a Recycling Specialist position and program interns. Additionally, as stated above, the increase in General Government revenue relates to the increase in the REI grant. Charges for services decrease \$175,000 including the aforementioned \$65,000 reduction in tipping fees and a \$110,000 reclassification of landfill siting revenues to other revenue to better reflect account classifications. The landfill siting revenue of \$110,000 includes \$40,000 to continue the county computer-recycling program. The program is anticipated to increase the volume recycled due to an estimated decrease in per pound processing cost as a result of regional cooperative bid with VALUE and the BeSmart Coalition. The remainder of landfill revenues are allocated to the Tarmann Land Acquisition Fund (\$300,000). Other revenues also reflect the \$33,000 transfer of gravel royalties to the Land Conservation Budget. Materials Recycling Facility (MRF) fund balance of \$275,000 continues to be appropriated to fund recycling operations.

Performance Measure Description

This measures the effectiveness of education programming through phone surveys.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% Leaving grass clippings on lawn**	84%	84%	84%	84%	0%

**From statistically valid phone survey of citizen opinions and behaviors regarding solid waste and recycling conducted in December 2002 and January 2003.



Land Resources

Solid Waste Planning, Implementation & Education (cont)



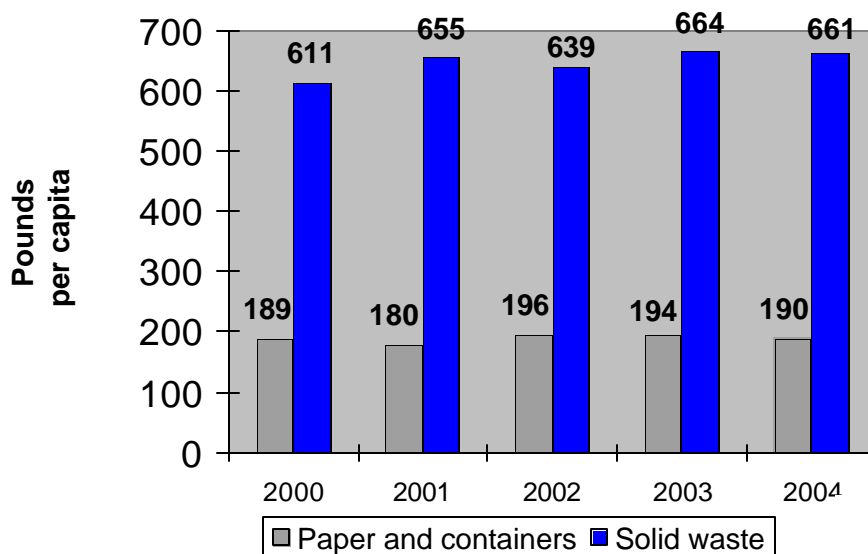
Activity

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Tons processed at County compost facility (a)	1,881	8,600	5,500	6,000	(2,600)
Tons of office paper recycled – County	125	120	120	130	10
Number of Web site Visits	52,475	29,000	52,000	60,000	31,000
Tons of textiles recycled @ drop off sites	900	1,200	1,200	1,500	300
lbs. of Computers Recycled (b)	185,700	120,000	50,000	166,000	46,000

(a) County Compost Facility began operation in Sept. 2004.

(b) Residential computer recycling at three municipal recycling sites by Badger State Industries was discontinued in Nov. 2004. Wales correction facility site remains open. Cooperative purchasing bid through VALUE will re-institute service in fall 2005.

Waukesha County Recycling and Solid Waste
Annual Generation Per Capita (Reported by MRF, haulers, and municipalities)



The above chart shows a general upward trend in per capita generation of residential waste countywide over the past five years, with slightly declining recycling rates.

Household/Agricultural Hazardous Waste

Program Description

In partnership with municipalities, that provide one-third of the contractor costs, and the Onyx Emerald Park Landfill (OEPL) Standing Committee, that provides funds under a landfill expansion agreement, coordinate an ongoing, convenient program to properly manage household hazardous waste (HHW) that maximizes service to residents and minimizes the cost to the county and municipalities. Provide an Agricultural Hazardous Waste collection program that is grant funded, utilizing the same facilities and staffing as the HHW program.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
Personnel Costs	\$18,595	\$21,728	\$21,239	\$23,069	\$1,341
Operating Expenses	\$124,457	\$142,500	\$141,115	\$132,500	(\$10,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$143,052	\$164,228	\$162,354	\$155,569	(\$8,659)
General Government	\$40,483	\$74,250	\$75,000	\$70,500	(\$3,750)
Total Revenues:	\$40,483	\$74,250	\$75,000	\$70,500	(\$3,750)
Tax Levy	\$91,112	\$89,978	\$89,978	\$85,069	(\$4,909)
Exp. (Over) Under Rev. & Levy	(\$11,457)	-	\$2,624	-	-

Program Highlights

Program provides hazardous waste environmental services in which Onyx Emerald Park Landfill fees are exhausted first, Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) grant funds are used next, then the county pays up to its maximum budgeted amount of \$132,500. Activity for the combined household and agricultural programs are shown in this budget. Participation is relatively stable due to longevity of the program. Promotion of household product exchanges will continue at ongoing sites for reuse of unwanted automotive care, household and garden products.

The Agricultural Hazardous Waste program is run in conjunction with the county's ongoing HHW program. Through an intergovernmental agreement, a small number of Walworth County residents will be allowed to use the site in Waukesha on a fee for service basis (billed to Walworth County) to accommodate residents who miss the Walworth County collection event.

General government revenue includes the municipal cost share of \$40,500, a \$20,000 Household Hazardous Waste grant, and a \$10,000 Agricultural Clean Sweep Grant administered by Wisconsin DATCP. DATCP rule changes increased HHW grant. Reduced Agricultural grant (\$10,000) will cover anticipated need due to decrease in county farms.

Performance Measure Description

Disposal costs per household and cost per pound are measured for historical comparison and for operational management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Disposal costs per household	\$23.60	\$27.22	\$27.00	\$26.00	(\$1.22)
Disposal cost per Pound	\$0.50	\$0.56	\$0.56	\$0.54	(\$0.02)

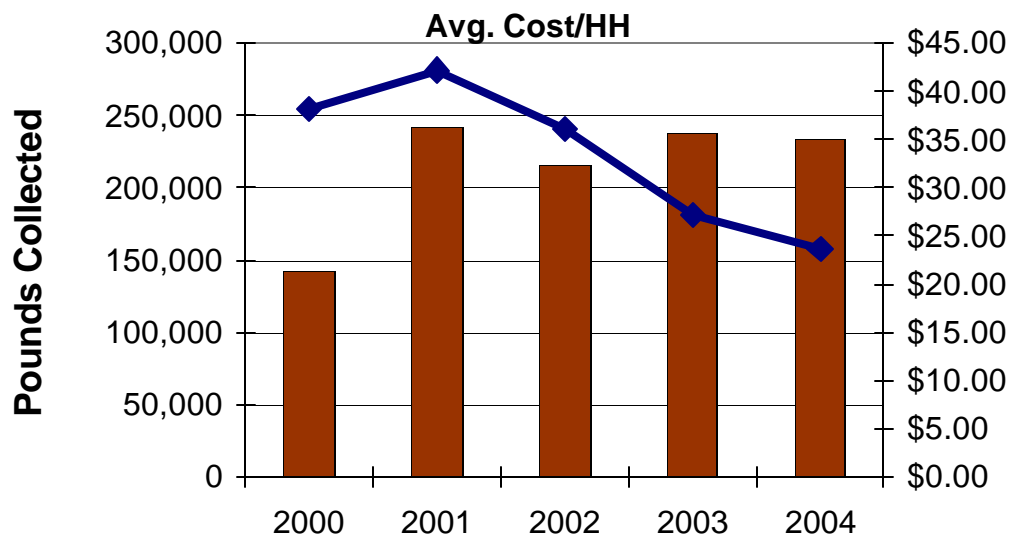
Household/Agricultural Hazardous Waste (cont.)



Activity

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Households served	5,173	4,500	4,600	5,000	500
Pounds of waste collected	233,434	220,000	230,000	235,000	15,000
Pounds of HHW Per household	45.1	48.9	48.0	47.0	(1.9)
Number of Households using product exchange	76	120	75	100	(20)

Waukesha County Household Hazardous Waste Program
Pounds Collected and Average County
Cost Per Household



The above chart shows that the number of pounds of household hazardous waste collected over the past 5 years has stabilized, while the cost to the county per participating household has decreased. This is due to the cooperative agreement with the Onyx Emerald Park Standing Committee, the resulting integration of the OEPL and county HHW programs, and the DATCP grants.

Land Resources Agricultural Land & Water

Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the USDA. A multi-year work plan is contained in the adopted County Land and Water Resource Management Plan and is carried out through a variety of federal, state and local programs and grants.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.95	2.95	2.95	2.05	(0.90)
Personnel Costs	\$177,994	\$186,996	\$188,589	\$147,531	(\$39,465)
Operating Expenses	\$83,595	\$181,650	\$119,798	\$59,450	(\$122,200)
Interdept. Charges	\$13,904	\$14,944	\$13,338	\$11,810	(\$3,134)
Total Expenditures:	\$275,493	\$383,590	\$321,725	\$218,791	(\$164,799)
General Government	\$131,404	\$233,200	\$162,000	\$105,000	(\$128,200)
Appr. Fund Balance	\$30,000	\$0	\$0	\$0	\$0
Total Revenues:	\$161,404	\$233,200	\$162,000	\$105,000	(\$128,200)
Tax Levy	\$145,948	\$150,390	\$150,390	\$113,791	(\$36,599)
Exp. (Over) Under Rev. & Levy	\$31,859	-	(\$9,335)	-	-

**Program Highlights**

Personnel costs include the unfunding of a 0.50 FTE clerical position (1.00 FTE in total across Land Resources programs) due to consolidation of two clerical positions into one for the Land Resources Division. Personnel costs also reflect the shift of a 0.40 FTE Senior Conservation Specialist position to Urban Land & Water program based on current demands in the storm water management program and reduced state grant funds for agricultural work.

Operating expenses and matching revenues are reduced mainly due to expiring or reduced state grants. The Pebble Creek Watershed Protection Plan budgeted at \$60,000 in 2005 is removed due to its completion at the end of 2005. Landowner cost-sharing funds are reduced by \$33,200 due to the Upper Fox and Muskego-Wind Lake Priority Watershed projects ending in 2005. Cost sharing grants from DATCP are also reduced by \$30,000 due to lack of demand for structural practices in the county.

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Acres of farm conservation Plans Completed	2,846	2,500	1,600	2,000	(500)
Number of Conservation Practices Installed	42	110	23	25	(85)
% cropland fields eroding >"T"	10%	10%	10%	10%	0%
Amount of cost share \$ distributed	\$101,338	\$44,000	\$98,278	\$50,000	\$6,000

*These numbers are estimated using available data through NRCS and County tracking system .

Land Resources Urban Land & Water

Program Description

Control soil erosion and stormwater runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based stormwater and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect county water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted county Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	3.45	3.45	3.45	3.35	(0.10)
Personnel Costs	\$238,368	\$259,299	\$262,151	\$279,585	\$20,286
Operating Expenses	\$24,138	\$12,050	\$11,250	\$12,550	\$500
Interdept. Charges	\$16,769	\$20,518	\$19,984	\$22,547	\$2,029
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$279,275	\$291,867	\$293,385	\$314,682	\$22,815
General Government	\$90,000	\$90,000	\$90,000	\$90,000	\$0
Charges for Services	\$72,587	\$56,000	\$61,000	\$69,000	\$13,000
Interdepartmental	\$8,690	\$9,100	\$9,100	\$10,023	\$923
Other Revenue	\$644	\$13,000	\$12,000	\$63,600	\$50,600
Appr. Fund Balance	\$31,893	\$0	\$21,693	\$0	\$0
Total Revenues:	\$203,814	\$168,100	\$193,793	\$232,623	\$64,523
Tax Levy	\$135,320	\$123,767	\$123,767	\$82,059	(\$41,708)
Exp. (Over) Under Rev. & Levy	\$59,859	-	\$24,175	-	-



Program Highlights

Personnel expenses include the unfunding of a 0.50 FTE clerical position due to consolidation of two clerical positions into one for the Land Resources Division. Personnel costs also reflect the transfer of a 0.40 FTE Senior Conservation Specialist position from the Agricultural Land & Water program to reflect current demands in storm water management program.

Charges for service revenues reflect increased fees for storm water permits and the use forfeiture schedule to implement recently adopted citation authority. Other revenues increases reflect gravel pit royalties of \$33,600 made available due to state recycling grants (REI) being available to offset all municipal tip fees for yard waste composting operations budgeted within the Land Recourses-Solid Waste Planning, Implementation and Education program. Other revenues also include \$18,000 from intergovernmental agreements with 8 communities in the Upper Fox Watershed to coordinate urban information and education program under NR 216 permit requirements.

Land Resources Urban Land & Water (cont.)

Performance Measure Description

This measurement examines the efforts of the program to limit soil erosion in municipalities and at development and construction sites.



Performance Measures

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Response turn around time for storm water permit application >= 1 Acres - Benchmark 20 working days	8	15	15	15	0
< 1 Acre - Benchmark 10 working days	8	7	7	7	0



Activity

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Number of educational presentations/events	24	25	20	25	0
Number of erosion control/ stormwater permits	115	75	80	75	0
Number of inspections conducted	775	350	370	350	0
Number of technical referrals	12	30	15	20	(10)
Tons of sediment reduced from construction sites	2,875	3,525	2,000	1,875	(1,650)

Planning

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include a lakes classification system development, land use planning and zoning assistance to public and communities, implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, conduct site plan reviews and other land use guidance to the public and other municipalities.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	7.95	7.95	7.95	7.95	0.00
Personnel Costs	\$601,051	\$563,012	\$555,452	\$585,466	\$22,454
Operating Expenses	\$29,835	\$41,650	\$280,700	\$318,975	\$277,325
Interdept. Charges	\$53,030	\$52,188	\$74,371	\$56,849	\$4,661
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$683,916	\$656,850	\$910,523	\$961,290	\$304,440
General Government	\$0	\$0	\$225,000	\$286,000	\$286,000
Fines/Liscenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$46,965	\$50,000	\$57,800	\$50,000	\$0
Interdepartmental	\$408	\$500	\$500	\$500	\$0
Other Revenue	\$25,295	\$37,000	\$37,000	\$37,000	\$0
Appr. Fund Balance	\$15,166	\$0	\$21,500	\$0	\$0
Total Revenues:	\$87,834	\$87,500	\$341,800	\$373,500	\$286,000
Tax Levy	\$543,119	\$569,350	\$569,350	\$587,790	\$18,440
Exp. (Over) Under Rev. & Levy	(\$52,963)	-	\$627	-	-

Planning (cont.)



Program Highlights

Personnel costs reflect salary and benefit increases to continue existing staff levels. Operating expenses increase to reflect the budgeting of the Smart Growth Grant at \$286,000 including \$212,00 for grants to participating communities, \$40,000 printing and \$34,000 for plan development contracting. Smart growth activities include the continued coordination, with 27 municipal partners, to update the Comprehensive Development Plan for Waukesha County. Interdepartmental postage costs have increased \$4,000 due to actual experience. Subdivision review fees have been increased 4.23%, which results in an additional \$3,000 in revenue.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# of mtgs w/town plan commissions under contract	45	50	40	36	(14)
# of towns under contract for planning services	4	4	3	3	(1)

Code Enforcement/Zoning

Program Description

Administration and enforcement of the Waukesha County Zoning Code and the Waukesha County Shoreland and Floodland Protection Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	4.35	4.35	4.35	4.35	0.00
Personnel Costs	\$233,674	\$317,058	\$282,941	\$297,329	(\$19,729)
Operating Expenses	\$1,290	\$17,325	\$11,825	\$7,350	(\$9,975)
Interdept. Charges	\$14,690	\$21,571	\$20,346	\$14,813	(\$6,758)
Total Expenditures:	\$249,654	\$355,954	\$315,112	\$319,492	(\$36,462)
Fines/Licenses	\$147,075	\$148,000	\$148,000	\$160,000	\$12,000
Charges for Services	\$57,905	\$53,000	\$53,000	\$56,000	\$3,000
Interdepartmental	\$0	\$1,000	\$1,000	\$1,000	\$0
Other Revenue	\$0	\$6,000	\$3,000	\$0	(\$6,000)
Total Revenues:	\$204,980	\$208,000	\$205,000	\$217,000	\$9,000
Tax Levy	\$143,689	\$147,954	\$147,954	\$102,492	(\$45,462)
Exp. (Over) Under Rev. & Levy	\$99,015	-	\$37,842	-	-



Program Highlights

Personnel costs reflect cost to continue existing staff levels of 4.35 FTE. Lower budgeted 2006 personnel costs reflect staff turnover and lower costs related to employee health care benefit selections. Operating expense have been reduced \$9,975 mainly due to a \$3,000 reduction in office supplies, a \$1,300 reduction for office equipment and a \$4,500 reduction in advertising and legal notices. Interdepartmental charges have been reduced by \$6,758 or 31% mainly due to reductions in computer maintenance and support costs and postage costs. Zoning Permits have been increased by a weighted average of 6.6%, resulting in \$12,000 of additional revenue.

Code Enforcement/Zoning (cont.)

Performance Measure Description

The measures illustrate customer service aspects of the program.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Zoning Permits-Avg. days to Process	2.0	2.0	2.0	2.0	0.0
% of staff reports generated at least 6 days prior to commission review	95%	95%	95%	95%	0%



Activity

Number of Zoning Permits	785	775	775	810	35
No. of Board of Adj.	101	130	115	120	(10)
No. of CSM reviewed	48	25	30	35	10
No. of Subdiv. Plat Recorded	60	35	50	50	15

Environmental Health

Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing and Septic/Well sections. Administer the Safe Drinking Water (SDWA) grant, Wisconsin Fund grant, Radon grant and the Private Sewage System maintenance program.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	5.22	5.69	5.69	5.35	(0.34)
Personnel Costs	\$346,217	\$366,481	\$365,215	\$377,095	\$10,614
Operating Expenses	\$96,679	\$95,250	\$115,250	\$96,650	\$1,400
Interdept. Charges	\$34,994	\$33,898	\$38,381	\$34,096	\$198
Total Expenditures:	\$477,890	\$495,629	\$518,846	\$507,841	\$12,212
General Government	\$35,081	\$35,000	\$50,000	\$40,000	\$5,000
Fines/Licenses	\$60	\$0	\$0	\$0	\$0
Charges for Services	\$44,982	\$39,900	\$39,900	\$39,900	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$2,864	\$51,000	\$59,500	\$51,000	\$0
Total Revenues:	\$82,987	\$125,900	\$149,400	\$130,900	\$5,000
Tax Levy	\$411,004	\$369,729	\$369,729	\$376,941	\$7,212

Exp. (Over) Under Rev. & Levy	\$16,101	-	\$283	-
-------------------------------	----------	---	-------	---

Program Highlights



Personnel costs reflect cost to continue for 5.35 FTE and a reduction of approximately \$6,400 due to elimination of funding for 0.34 FTE intern positions. General Government revenues reflect a \$5,000 increase to Wisconsin fund septic replacement program, from \$20,000 to \$25,000, due to the estimated number of participants. This program is a state grant program that the County administers but does not contribute funding. State grant revenues have been increased to fund the additional program costs.

Environmental Health (cont.)

Performance Measure Description

The measures illustrate compliance statistics used for operational management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of Mandatory Maintenance responses to 1 st mailing	90%	90%	91%	92%	2%
% compliance with Safe Drinking Water Act grant	100%	100%	100%	100%	0%



Activity

Wi Fund Grant (Septic Replacements)	6	5	9	7	2
# of on-site septic systems in under Mandatory Maint.	16,450	17,300	17,300	18,000	700

Humane Animal

Program Description

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigation.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.05	2.33	2.33	2.22	(0.11)
Personnel Costs	\$110,154	\$118,132	\$118,576	\$121,938	\$3,806
Operating Expenses	\$11,808	\$21,200	\$21,200	\$21,200	\$0
Interdept. Charges	\$7,896	\$10,729	\$10,720	\$9,766	(\$963)
Total Expenditures:	\$129,858	\$150,061	\$150,496	\$152,904	\$2,843
General Government	\$12,960	\$0	\$0	\$0	\$0
Fines/Licenses	\$52,149	\$66,300	\$60,000	\$60,000	(\$6,300)
Other Revenue	(\$5)	\$0	\$0	\$0	\$0
Total Revenues:	\$65,104	\$66,300	\$60,000	\$60,000	(\$6,300)
Tax Levy	\$86,040	\$83,761	\$83,761	\$92,904	\$9,143
Exp. (Over) Under Rev. & Levy	\$21,286	-	(\$6,735)	-	-



Program Highlights

Personnel costs represent cost to continue existing staff and the elimination of 0.11 FTE of extra help.

A comprehensive Waukesha County Humane Officer website went online in 2004. The website provides valuable information to the general public, pet owners, municipal employees and law enforcement officers concerning humane animal laws, county rabies control program and West Nile Virus surveillance.

Dog License revenues have been reduced due to lower than anticipated number of licenses being issued.

Humane Animal (cont.)

Performance Measure Description

The measure indicates the efforts of the program and staff to respond to and quarantine animals when necessary.

**Performance Measures**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Percent of quarantines done within 10 days	100%	100%	100%	100%	0%

**Activity**

Educational Presentations on rabies control and animal neglect/abuse	12	20	20	20	0
Humane Investigations	1,445	1,300	1,350	1,350	50
Rabies Control Activities (bite investigation and quarantine follow-up)	1,157	1,200	1,200	1,200	0

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable federal, state and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
Personnel Costs	\$94,771	\$97,974	\$97,353	\$101,979	\$4,005
Operating Expenses	\$22,732	\$68,500	\$78,610	\$58,600	(\$9,900)
Interdept. Charges	\$3,247	\$3,673	\$3,417	\$3,466	(\$207)
Total Expenditures:	\$120,750	\$170,147	\$179,380	\$164,045	(\$6,102)
Other Revenue	\$11	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$60,000	\$40,000	\$68,697	\$30,000	(\$10,000)
Total Revenues:	\$60,011	\$40,000	\$68,697	\$30,000	(\$10,000)
Tax Levy	\$126,818	\$130,147	\$130,147	\$134,045	\$3,898
Exp. (Over) Under Rev. & Levy	\$66,079	-	\$19,464	-	-

**Program Highlights**

Operating costs are reduced mainly due to a \$10,000 reduction in Brownfield recycling program. Program has been reduced from \$40,000 to \$30,000 based on actual experience. Program is funded with fund balance appropriation, which has also been reduced \$10,000.

Hazardous Material (cont.)

Performance Measure Description

The measure illustrates customer service within this program.



Performance Measures

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% Env assessment done within 20 days of request	95%	95%	95%	95%	0%



Activity

Env. Assessment Performed

In REM (foreclosure) Prop Reviewed	19	35	23	25	(10)
# Of Haz. Waste Streams Recycled	2	2	2	2	0

Number of Petroleum Storage Tanks

Monit. For Compliance. Above Ground	49	45	49	50	5
Monit. For Compliance. Under Ground	7	7	6	6	(1)

Licensing

Program Description

Provide licensing, inspection, education and plan review of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	6.00	6.00	7.00	7.00	1.00
Personnel Costs	\$406,820	\$420,317	\$470,016	\$493,476	\$73,159
Operating Expenses	\$15,911	\$21,550	\$22,550	\$22,850	\$1,300
Interdept. Charges	\$21,966	\$21,860	\$21,036	\$24,864	\$3,004
Total Expenditures:	\$444,697	\$463,727	\$513,602	\$541,190	\$77,463
Fines/Licenses	\$517,347	\$489,500	\$486,500	\$504,500	\$15,000
Charges for Service	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$3,235	\$3,000	\$3,000	\$3,000	\$0
Other Revenue	\$0	\$500	\$500	\$500	\$0
Total Revenues:	\$520,582	\$493,000	\$490,000	\$508,000	\$15,000
Tax Levy	(\$19,058)	(\$29,273)	(\$29,273)	\$33,190	\$62,463

Exp. (Over) Under Rev. & Levy	\$56,827	-	(\$52,875)	-
-------------------------------	----------	---	------------	---

Program Highlights

Personnel costs include the transfer of existing staff Sanitarian position to the Food Establishment Licensing program from the Well and Private Sewage System program. Since 2001, there have been 224 new food service establishments licensed in Waukesha County. The continuing growth in the numbers of licensed establishments increases the need for services such as plan review, consultations, education and pre-licensing inspections. A staff position has been transferred from the Septic Program to address the additional workload.

Overall revenues increase \$15,000 and include an increase of 4.7% in retail food and 5.7% in restaurant fees.



Licensing (cont.)

Performance Measure Description

The measures illustrate responsiveness and customer service within this program.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% follow-up of confirmed food borne illness within 24 hrs	100%	100%	100%	100%	0%
% pre-licensing inspections performed within 3 days	100%	100%	100%	100%	0%

Activity

# of Restaurant Inspections	1,785	1,700	2,100	2,100	400
# of Retail Food Inspections	558	750	600	600	(150)
# of Lodging Inspections	47	72	50	50	(22)
# of Public Pools, camp & Rec/Ed camp inspections	260	300	275	275	(25)

Note: The new Wisconsin food code protocol for food establishment inspections requires a significantly longer amount of time to do a complete inspection. Also, staff is spending more time educating operators regarding the new WI Food Code. Also, food security issues and staff standardization require additional time, therefore the Department is realizing a reduction in the number of inspections.

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with NR 812 and/or Comm. 83 Wisconsin Administrative Code requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	10.00	10.00	9.00	9.00	(1.00)
Personnel Costs	\$639,730	\$643,182	\$574,445	\$598,744	(\$44,438)
Operating Expenses	\$46,938	\$70,950	\$59,150	\$58,450	(\$12,500)
Interdept. Charges	\$24,394	\$27,381	\$25,121	\$21,642	(\$5,739)
Total Expenditures:	\$711,062	\$741,513	\$658,716	\$678,836	(\$62,677)
Fines/Licenses	\$348,506	\$350,000	\$325,000	\$355,000	\$5,000
Charges for Services	\$123,634	\$130,000	\$120,100	\$126,000	(\$4,000)
Total Revenues:	\$472,140	\$480,000	\$445,100	\$481,000	\$1,000
Tax Levy	\$243,125	\$261,513	\$261,513	\$197,836	(\$63,677)

Exp. (Over) Under Rev. & Levy	\$4,203	-	\$47,897	-
-------------------------------	---------	---	----------	---

Program Highlights

Personnel costs reflect the transfer of a staff Sanitarian position to the Food Establishment Licensing program from the Well and Private Sewage System program. Operating expenses decrease mainly due to \$8,000 in one time computer equipment purchases in 2005. Interdepartmental charge reduction is mainly due to \$3,574 reduction in computer related maintenance and replacement costs.

Septic permit fees have been increased by 3.7%, resulting in a \$5,000 increase in revenue. Preliminary Site Evaluation revenue has been reduced \$5,000 based on lower volume of activity.

Septic/Well/Lab Programs (cont.)

Performance Measure Description

This measure illustrates responsiveness and customer service within this program.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of same day inspection of private sewage system installation if notified before 9:30 am	100%	100%	100%	100%	0%

Activity

Number of PSE's	1,260	1,250	1,300	1,240	(10)
-----------------	-------	-------	-------	-------	------

**Number of Septic Permits Issued**

Conventional	407	410	340	400	(10)
Mound	341	340	300	340	0
Holding Tank	33	35	34	25	(10)
At Grade	8	8	7	3	(5)
Pressure Distribution	8	5	10	5	0

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	60.24	62.93	62.93	61.83	(1.10)
Personnel Costs	\$2,478,841	\$2,614,824	\$2,616,081	\$2,722,629	\$107,805
Operating Expenses	\$731,951	\$567,430	\$553,408	\$488,800	(\$78,630)
Interdept. Charges	\$500,139	\$532,460	\$513,901	\$544,180	\$11,720
Fixed Assets	\$139,156	\$212,950	\$322,000	\$271,800	\$58,850
Total Expenditures:	\$3,850,087	\$3,927,664	\$4,005,390	\$4,027,409	\$99,745
General Government	\$128,316	\$27,500	\$27,500	\$27,500	\$0
Fine/Licenses	\$12,406	\$12,000	\$12,000	\$12,000	\$0
Charges for Services	\$787,104	\$829,000	\$828,500	\$844,000	\$15,000
Interdepartmental	\$139,979	\$138,300	\$138,300	\$154,200	\$15,900
Other Revenue	\$11,725	\$4,000	\$4,100	\$4,000	\$0
Appr. Fund Balance	\$224,487	\$0	\$147,938	\$0	\$0
Total Revenues:	\$1,304,017	\$1,010,800	\$1,158,338	\$1,041,700	\$30,900
Tax Levy	\$2,860,202	\$2,916,864	\$2,916,864	\$2,985,709	\$68,845
Exp. (Over) Under Rev. & Levy	\$314,132	-	\$69,812	-	-

Parks Programs (cont.)

**Program Highlights**

Personnel costs increase \$107,805, which reflects the cost to continue existing full time staff, a 3% or 0.95 FTE reduction in seasonal extra help hours, a 10% or 0.15 FTE reduction in overtime hours and a \$15,000 increase for first time budgeting of Unemployment Compensation expenses.

Operational expenses decrease \$78,630. Expense decreases include \$20,000 for consultant services related to land purchases. Survey and appraisal costs associated with land purchases are now being charged directly to the Tarmann fund. Garbage Collection costs have been reduced \$15,900 based on actual experience and supply expenses have been reduced by \$14,900. Outside printing has been reduced \$6,350 through the standardization of park system brochures. Interdepartmental charges increase \$11,720 relating to increases of \$6,397 for End User Operations and Technology Fund charges, \$12,500 for Gasoline-Fuel, and \$7,640 for Vehicle Replacement. Interdepartmental increases are off-set by a decrease in Vehicle Maintenance charges by \$17,700, mainly due to \$15,000 being shifted to the Retzer Nature Center budget. The fixed assets increase is primarily due to implementation of the Three Year Maintenance Plan and the first time budgeting of \$44,000 for greenway trail development in partnership with site developers.

Overall program revenues have been increased \$30,900 or 3.0%. Park fees increase by \$15,000 due to slight increase in rates for rental of recreation center, beach houses, picnic shelter, picnic pavilions and camping fees. Administration services charges to enterprise funds have been increased \$15,900. The administrative charge increase is mainly due to slight increase in hours allocated and increases in existing staff costs.

Performance Measure Description

The County has adopted a performance measure of 30% cost recovery for park operations.

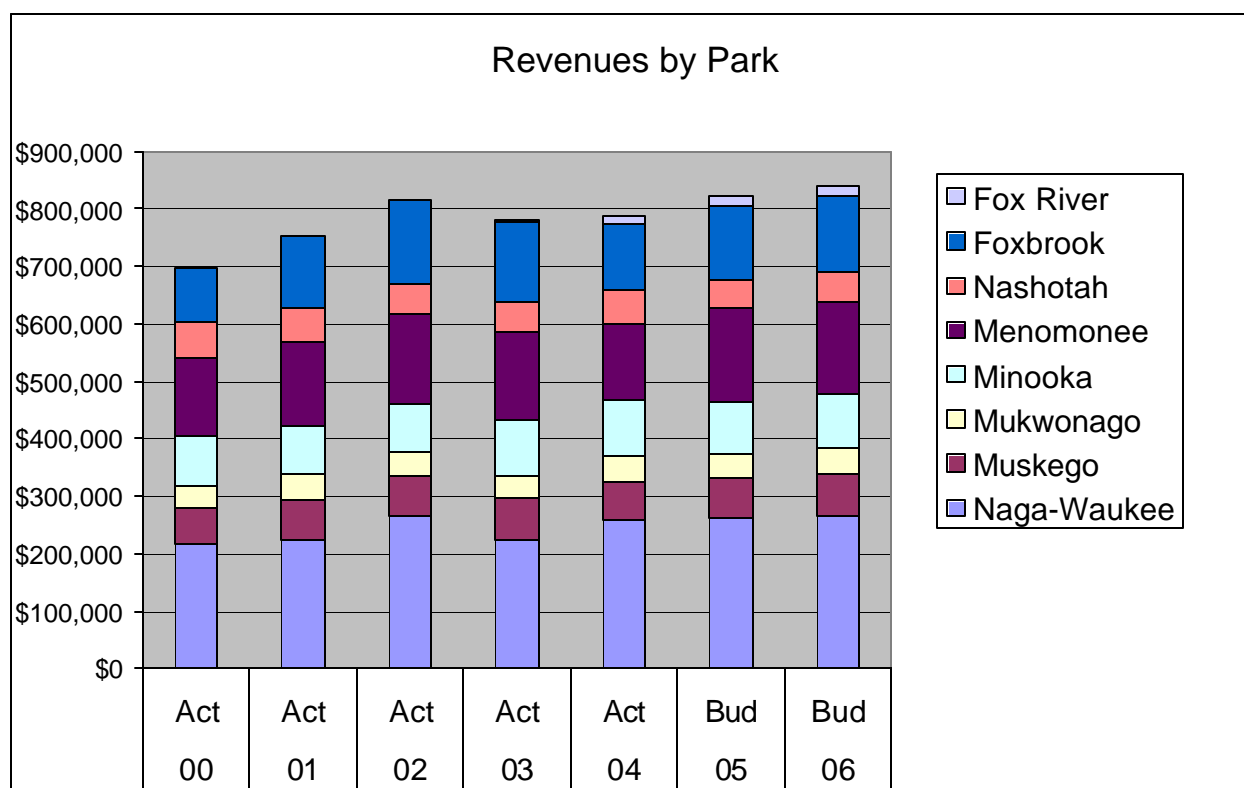
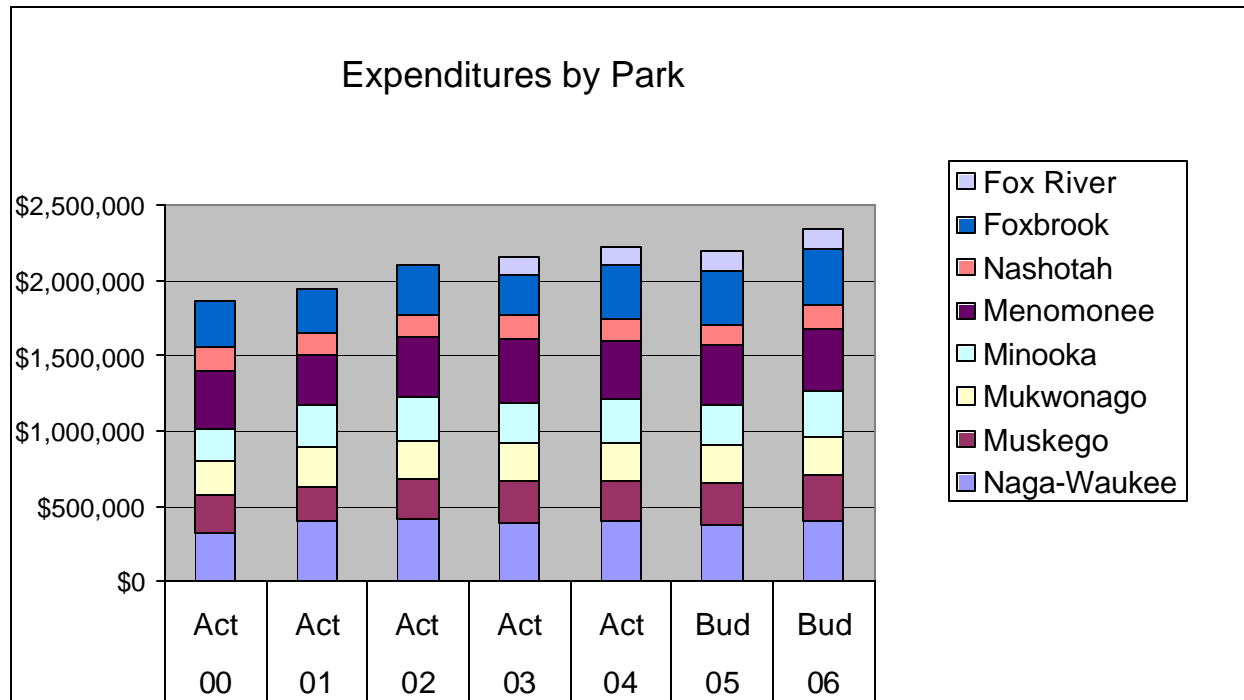


Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Park revenues as % of oper. costs (benchmark 30%)	39.9%	39.9%	36.1%	38.0%	(1.9%)

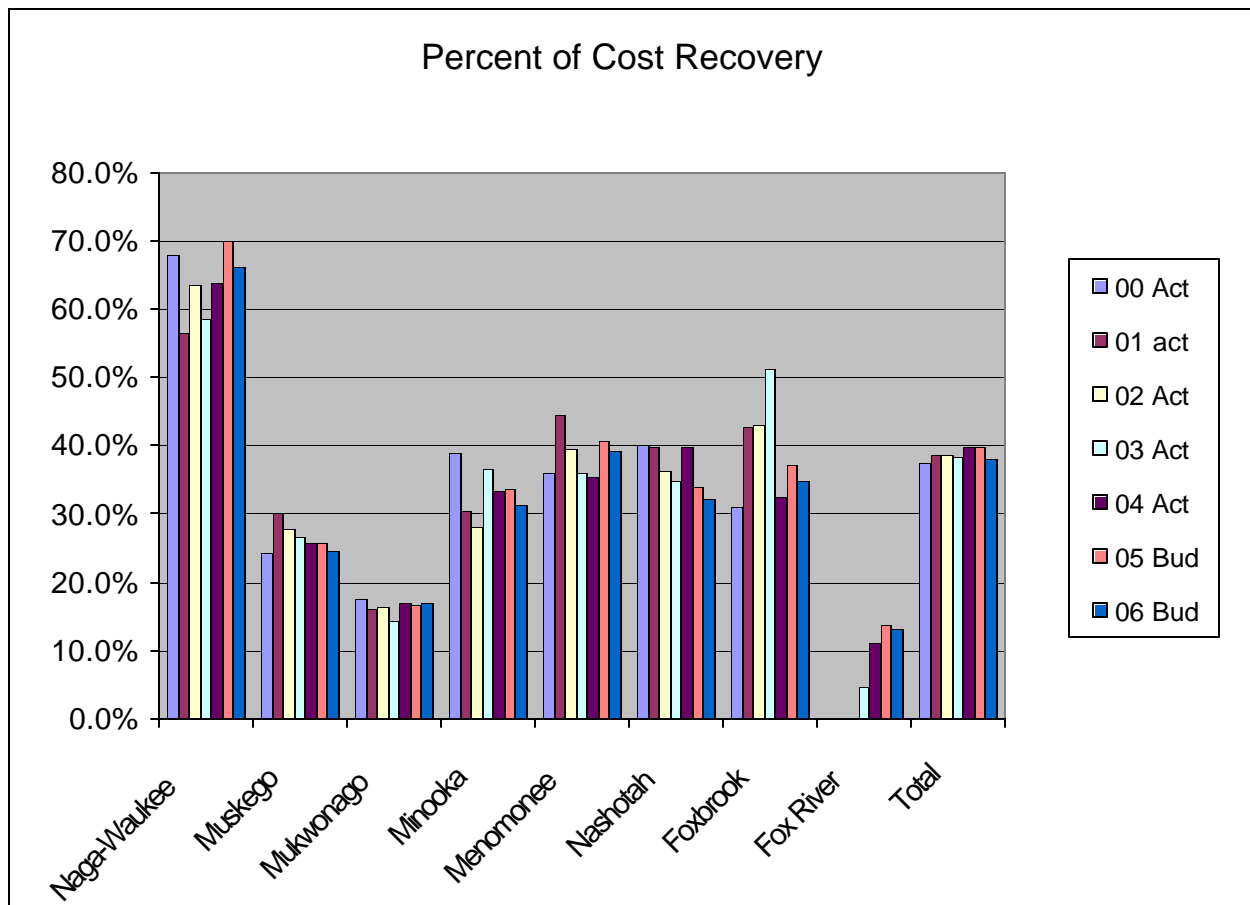


Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Daily Entrance Stickers	70,943	74,100	75,000	74,100	0
Annual Stickers	5,996	6,072	6,200	6,072	0
Family Camping	5,876	5,686	6,000	5,686	0
Group Camping	1,840	1,070	1,300	1,070	0
Reserved Picnics/Pavilion/Lodge	928	1,156	1,200	1,156	0
Annual Boat Launch Stickers	494	500	200	500	0
Daily Boat Launch	17,008	19,700	20,000	19,700	0

Parks Programs (cont.)



Parks Programs (cont.)



The following analysis excludes all capital and three year Maintenance Plan items from Expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The charts indicate that while expenditures have increased, the park system has been able to maintain revenue recovery at just under 40% of expenditures.

**PARK AND LAND USE
THREE YEAR MAINTENANCE PLAN**

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a three-year plan is developed to identify future projects and provide for a consistent annual budget base. Accounts 5712 (Building Repair/Maintenance--Planned) and 5730 (Road/Runway/Parking Lot Maintenance) are operating expenditure items, and account 7255 (Building Improvements) is for projects classified as fixed asset expenditure items. Starting in budget year 2002, the department has begun including park facility maintenance recommendations contained in the county facility management plan.

Ground Maintenance	<u>2006</u>	<u>2007</u>	<u>2008</u>
Building Repair/Maintenance	\$1,500	\$9,000	\$0
Road/Parking Lot Maintenance	\$0	\$0	\$0
Building improvements	<u>\$7,000</u>	<u>\$0</u>	<u>\$0</u>
Total Ground Maintenance	\$8,500	\$9,000	\$0
Retzer			
Building Repair/Maintenance	\$4,500	\$7,500	\$21,800
Road/Parking Lot Maintenance	\$600	\$600	\$600
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Retzer	\$5,100	\$8,100	\$22,400
Naga-waukee Park			
Building Repair/Maintenance	\$10,400	\$4,000	\$10,200
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$20,000</u>	<u>\$32,000</u>	<u>\$10,000</u>
Total Nagaaukee Park	\$31,900	\$37,500	\$21,700
Muskego			
Building Repair/Maintenance	\$0	\$23,300	\$1,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$34,000</u>	<u>\$0</u>	<u>\$10,000</u>
Total Musekgo Park	\$35,500	\$24,800	\$12,500
Mukwonago			
Building Repair/Maintenance	\$2,100	\$15,000	\$32,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$42,900</u>	<u>\$0</u>	<u>\$15,000</u>
Total Mukwonago Park	\$46,500	\$16,500	\$48,500
Minooka			
Building Repair/Maintenance	\$0	\$10,000	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$5,000</u>
Total Minooka Park	\$1,500	\$11,500	\$6,500

**PARK AND LAND USE
THREE YEAR MAINTENANCE PLAN (cont.)**

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Menomonee			
Building Repair/Maintenance	\$7,500	\$17,500	\$55,700
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$19,900</u>	<u>\$62,000</u>	<u>\$5,000</u>
Total Menomonee Park	\$28,900	\$81,000	\$62,200
Nashotah			
Building Repair/Maintenance	\$225	\$6,600	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$25,000</u>	<u>\$0</u>	<u>\$0</u>
Total Nashotah Park	\$26,725	\$8,100	\$1,500
Foxbrook			
Building Repair/Maintenance	\$3,000	\$0	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building improvements	<u>\$5,000</u>	<u>\$0</u>	<u>\$20,000</u>
Total Foxbrook Park	\$9,500	\$1,500	\$21,500
Fox River			
Building Repair/Maintenance	\$2,500	\$0	\$0
Road/Parking Lot Maintenance	\$0	\$0	\$0
Building improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Fox River Park	\$2,500	\$0	\$0
Grand Total	\$196,625	\$198,000	\$196,800
Building Repair/Maintenance	\$31,725	\$92,900	\$120,700
Road/Parking Lot Maintenance	\$11,100	\$11,100	\$11,100
Building improvements	<u>\$153,800</u>	<u>\$94,000</u>	<u>\$65,000</u>
Grand Total	\$196,625	\$198,000	\$196,800

General County Grounds Maintenance

Program Description

The Grounds Maintenance is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Radio Tower Site, Mental Health Center, Eble Ice Arena and Moor Downs Golf Course.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	11.84	11.65	11.65	11.41	(0.24)
Personnel Costs	\$469,678	\$446,344	\$445,640	\$451,968	\$5,624
Operating Expenses	\$153,465	\$73,700	\$73,500	\$90,750	\$17,050
Interdept. Charges	\$118,601	\$121,299	\$121,271	\$132,228	\$10,929
Fixed Assets	\$6,110	\$39,950	\$39,250	\$14,000	(\$25,950)
Total Expenditures:	\$747,854	\$681,293	\$679,661	\$688,946	\$7,653
Interdepartmental	\$193,085	\$167,500	\$160,000	\$153,800	(\$13,700)
Appr. Fund Balance	\$34,562	\$0	\$0	\$0	\$0
Total Revenues:	\$227,647	\$167,500	\$160,000	\$153,800	(\$13,700)
Tax Levy	\$448,594	\$513,793	\$513,793	\$535,146	\$21,353
Exp. (Over) Under Rev. & Levy	(\$71,613)	-	(\$5,868)	-	-



Program Highlights

Personnel costs reflect cost to continue existing staff levels, which is partially offset by a 3% or 0.16 FTE reduction in extra help hours and 10% or 0.08 FTE reduction in overtime hours.

Operating expenses increase \$17,050. Expenditure increases include; \$8,500 for garbage collection costs based on history, \$6,100 in small tools and equipment and \$3,000 in landscaping supplies. Interdepartmental charges increase \$10,929 mainly due to Central Fleet Maintenance and Repair charges of \$10,000, Vehicle replacement charges of \$2,000 and Fuel costs of \$4,000. These interdepartmental increases are offset by a \$5,000 reduction in highway supplies.

Program revenues are received from Enterprise fund operations for grounds maintenance services. In 2006, program revenues decrease \$13,700 based upon estimated staff efforts.



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	0
Acres of Parking Lot maintained	42	43	43	43	0
Linear Feet of Sidewalk and Entrances	24,625	24,625	25,800	25,800	1,175

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, and plant community restoration and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the County's significant natural resources while maintaining and enhancing the quality of those features.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	8.07	9.13	8.53	9.01	(0.12)
Personnel Costs	\$377,886	\$406,599	\$385,388	\$411,829	\$5,230
Operating Expenses	\$106,992	\$133,947	\$187,935	\$157,275	\$23,328
Interdept. Charges	\$60,711	\$39,406	\$50,985	\$57,508	\$18,102
Fixed Assets	\$0	\$12,750	\$44,000	\$0	(\$12,750)
Total Expenditures:	\$545,589	\$592,702	\$668,308	\$626,612	\$33,910
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$87,904	\$129,152	\$59,000	\$67,000	(\$62,152)
Other Revenue	\$1,209	\$1,000	\$56,700	\$63,000	\$62,000
Appr. Fund Balance	\$3,646	\$0	\$59,585	\$0	\$0
Total Revenues:	\$92,759	\$130,152	\$175,285	\$130,000	(\$152)
Tax Levy	\$466,227	\$462,550	\$462,550	\$496,612	\$34,062

Exp. (Over) Under Rev. & Levy	\$13,397	-	(\$30,473)	-
-------------------------------	----------	---	------------	---

(a) Total revenues for the Planetarium Lease Agreement is \$24,064 per year. In 2006, \$13,000 is budgeted as revenue from the Waukesha School District. The remaining \$11,064 will be placed in an account to be appropriated in future years for planetarium repair and maintenance.

**Program Highlights**

Personnel costs reflect the cost to continue existing staff levels and are partially offset by a 3% or 0.11 FTE reduction in extra help hours and a 10% or 0.01 reduction in overtime.

Operating expenses increase \$23,328 due to first time budgeting for a full year of operation of the Retzer Learning Center and costs associated with the operation of the Charles Horwitz Planetarium. Operating expense increases associated with the facility expansion include; Electric and Gas of \$9,800, program and volunteer support of \$5,000, building maintenance of \$4,500, merchandise for resale of \$4,368 and garbage collection of \$4,700. Interdepartmental charges increase \$18,102 mainly due to vehicle repair costs of \$15,000 being budgeted in this cost center, prior to 2006 these costs were budgeted in Parks cost center.

Revenues are budgeted at 2005 levels. However, charges for service decrease \$62,152 and other revenue increase \$62,000 reflecting the classification of revenues associated with gift shop and bird seed sales to better reflect accounting classifications.

The 2005 budget anticipated a full year of increased revenue from the operation of the Retzer Learning Center and charges for services from the Waukesha School District for planetarium maintenance services (2006 will be the first full year of operation for the facilities).

Retzer Nature Center (cont.)

Performance Measure Description

The County has adopted a performance measure of 20% cost recovery for nature center operations



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Revenue as % of operating expenses (benchmark 20%)(a)	17.00%	22.46%	19.42%	20.92%	(1.54%)

(a) Excludes fixed assets and 3 year maintenance plan items.

Activity

Attendance at hikes, work shops, seminars	5,691	7,500	8,500	9,000	1,500
Apple harvest festival attendance	3,317	4,400	4,500	4,500	100
Site Evaluations	6	12	12	12	0
Bird Seed Bags Sold	1,618	2,800	2,800	3,000	200

Museum

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Operating Expenses	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Expenditures:	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$215,000	\$215,000	\$215,000	\$215,000	\$0

Exp. (Over) Under Rev. & Levy	-	-	-	-	-
-------------------------------	---	---	---	---	---

Program Highlights

The program continues the existing ten-year grant with the Waukesha County Historical Society to fund staffing and program operations. The grant was established through County Board resolution in 2002 and is contingent upon the Historical Society meeting attendance benchmarks.

Activity	2003	2004	2005	2006	2007
Annual Contractual Visitor Performance Standard	13,000	13,000	13,000	13,130	13,330
Actual/Estimate (a)	14,000	17,002	17,000	18,000	NA

(a) The 2003 and 2004 actual attendance data was verified through a research study conducted by the Carroll College Department of Mathematics. A methodology for future attendance monitoring has been developed by Carroll College professor, Dr. Elizabeth Towell, for use by the museum. Dr. Towell recommended outside verification on a bi-annual basis; therefore, in 2006 another review will be performed on 2005 actual and 2006 estimates.

Exposition Center

Program Description

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	8.53	9.40	9.42	8.71	(0.69)
Personnel Costs	\$345,087	\$371,604	\$368,555	\$369,620	(\$1,984)
Operating Expenses	\$299,199	\$235,926	\$219,800	\$236,650	\$724
Interdept. Charges	\$140,060	\$37,470	\$37,273	\$48,738	\$11,268
Total Expenditures: (a)	\$784,346	\$645,000	\$625,628	\$655,008	\$10,008
Charges for Services	\$607,273	\$620,000	\$620,000	\$630,000	\$10,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$119,930	\$0	\$0	\$0	\$0
Total Revenues	\$727,203	\$620,000	\$620,000	\$630,000	\$10,000
Tax Levy	\$90,000	\$25,000	\$25,000	\$25,008	\$8

Exp. (Over) Under Rev. & Levy	\$32,857	-	\$19,372	-
-------------------------------	----------	---	----------	---

(a) Prior to 2005 the Exposition Center was operated as an enterprise fund, for 2003 and 2004 total expenditures and net operating income/ (loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

(b) The 2004 revenue budget includes fund balance appropriations \$119,930 (Exposition Center Fund).



Program Highlights


In 2005, Exposition Center was changed from an enterprise fund to a general fund operation. The accounting method shift is made to recognize the Expo Center as a community development asset.

Personnel costs include cost to continue existing full time staff, which is more than offset with a 0.65 FTE reduction in extra help and a 0.04 reduction in overtime. Overtime and temporary extra help expenses have been reduced to reflect more actual usage. Operating expenses increase slightly with landfill services offsetting increase in utility charges. Interdepartmental charges increase mainly due to increased insurance costs of \$5,700 and EUOTF charges of \$4,300.

Charges for service revenues are expected to increase by a weighted average of 3% with the number of events booked to remain constant.

Performance Measure Description

Revenues per event are measured for historical comparison and to aid in operational planning and management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Avg. Revenue/Paid Event	\$2,570	\$2,540	\$2,550	\$2,625	\$85
Avg. Opportunity Cost/Free Event	\$652	\$640	\$640	\$660	\$20

Administrative Services

Program Description

Monitor overall performance of the various divisions to insure continuous improvement in customer service. Provide business/financial management services including; development and implementation of the department budget, process payroll, provide accounting services and fiscal analysis. In addition, provide direction and leadership in office efficiencies, automated file developments, strategic planning, and performance measures.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	9.54	9.50	9.50	9.50	0.00
Personnel Costs	\$587,039	\$588,032	\$589,380	\$629,931	\$41,899
Operating Expenses	\$48,495	\$92,500	\$89,728	\$78,500	(\$14,000)
Interdept. Charges	\$64,007	\$63,475	\$60,965	\$65,598	\$2,123
Fixed Assets	\$8,000	\$0	\$0	\$0	\$0
Total Expenditures:	\$707,541	\$744,007	\$740,073	\$774,029	\$30,022
Charges for Services	\$82	\$1,100	\$100	\$1,100	\$0
Interdepartmental	\$126,217	\$122,000	\$120,000	\$109,500	(\$12,500)
Other Revenue	\$2,741	\$3,500	\$3,000	\$3,500	\$0
Appr. Fund Balance	\$8,000	\$0	\$11,500	\$0	\$0
Total Revenues:	\$137,040	\$126,600	\$134,600	\$114,100	(\$12,500)
Tax Levy	\$597,407	\$617,407	\$617,407	\$659,929	\$42,522
Exp. (Over) Under Rev. & Levy	\$26,906	-	\$11,934	-	-

Program Highlights

Personnel cost reflect salary and benefit increases to continue existing staff levels and one additional staff member choosing to take family health care benefits. Operating expenses have been reduced \$14,000 or 15%. Budgeted operating expenditure reductions include; Office Supplies of \$2,500, office equipment maintenance of \$3,500, travel and training of \$2,500, clerical assistance of \$2,500 and printing of \$4,000.

The reallocation of staff efforts has reduced the time being allocated to assist Golf Course and Ice Arena activities. This results in a \$12,500 decrease in administrative overhead charges.

Performance Measure Description

The measures illustrate responsiveness and customer service within this program.

Performance Measures

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Customer service inquires through Web Pages viewed	194,586	325,000	400,000	500,000	175,000
# of web page inquiries.	132/100%	125/100%	150/100%	200/100%	75/0%
regarding svc./% responded to within 2 bus. days					

Fund Purpose/Program Description

The Waukesha County Land Information System is a special revenue fund created to establish a county-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment.

The Land Information System program is responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, whereby land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and/or a parcel identifier. Program staff also study, identify, and address issues attendant to data custody, control, and maintenance.

The Division activities are fully funded by document recording fees. For each document recorded in the Register of Deeds Office, a special \$7 fee is collected and retained for Land Records Modernization efforts. Of this \$7, \$2 is sent to the Wisconsin Department of Revenue, \$5 is retained locally, of which \$4 is used for general local land records activities and \$1 is used specifically for providing land information via the Internet.

FINANCIAL SUMMARY

Land Information Systems Fund	2004 Actual	2005 Adopted Budget	2005 Estimate(a)	2006 Budget	Change From 2005 Adopted Budget	
					\$	%
Personnel Costs	\$245,111	\$255,867	\$245,655	\$265,374	\$9,507	3.7%
Operating Expenses	\$253,503	\$260,990	\$386,190	\$243,565	(\$17,425)	-6.7%
Interdept. Charges	\$38,995	\$43,664	\$42,617	\$49,447	\$5,783	13.2%
Fixed Assets	\$15,300	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$552,909	\$560,521	\$674,462	\$558,386	(\$2,135)	-0.4%
General Government	\$47,184	\$0	\$50,000	\$0	\$0	NA
Charges for Services	\$614,215	\$560,521	\$552,000	\$558,386	(\$2,135)	-0.4%
Appr. Fund Balance (a)	\$0	\$0	\$74,890	\$0	\$0	NA
Total Revenues	\$661,399	\$560,521	\$676,890	\$558,386	(\$2,135)	-0.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev. & Levy	\$108,490	-	\$2,428	-	-	-

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.48	0.48	0.48	0.48	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.48	3.48	3.48	3.48	0.00

(a) The 2005 estimate exceeds 2005 adopted budget to include additional expenditure authority carried over from 2004 and changes approved by ordinance.

Departmental Strategic Objectives**Provide Comprehensive Customer Service**

1. Enhance existing GIS mapping Intranet, Extranet and Internet site to include additional applications and data information in a more user-friendly, user specific manner. (4th Quarter) (Goals 4.6, 4.7, and 4.8)

Innovate and Seek Continuous Quality Improvement

1. Continue the development of workflow based update processes for all Land Information System Datasets. (4th Quarter) (Goal 1.3)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Innovate and Seek Continuous Quality Improvement**

1. Designed and created the street centerline file attributed with address ranges for use in the successful implementation of the Waukesha County Shared Dispatch System Phase II technology.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T=One-Time
200508	Orthophotography	2005	\$800,000	100%	\$0	NA
200614	Orthophotography	2010	\$800,000	0%	\$0	NA

**Program Highlights**

The budget reflects continued support and maintenance of current Land Information System activities and datasets. Operating expenses decrease \$17,425. Operating costs include a contracted services increase of \$40,000 for County Surveyor services provided by South Eastern Regional Planning Commission (SEWRPC). The Commission indicates they need to restructure the County Surveyor service and attendant pricing structure since they are unable to subsidize the County Surveyor function from their general planning funds. This increase in contracted services is offset with an \$18,000 reduction in consulting services related to the one time costs for assistance with updating the mapping web site and \$42,500 in lower LIS program costs associated with centerline/addressing data maintenance activities. Interdepartmental charges increase mainly due to increases in End User Operations and Technology Fund charges.

Performance Measure Description

Department staff fills data and map requests for external and internal users. The department has established a customer service measure to fill requests within 3 and 4 days for data and map request respectively.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# of digital data requests filled within 3 days/# of requests	41/41	65/70	30/30	50/50	(15)/(20)
# of custom designed map requests filled within 4 days/# of requests	130/137	120/200	120/125	95/100	(25)/(100)

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

FINANCIAL SUMMARY

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
General Fund					\$	%
Operating Expenses	\$76,500	\$5,000	\$205,000	\$25,000	\$20,000	400.0%
Fixed Assets	\$1,714,857	\$1,495,000	\$1,115,000	\$975,000	(\$520,000)	-34.8%
Total Expenditures	\$1,791,357	\$1,500,000	\$1,320,000	\$1,000,000	(\$500,000)	-33.3%
General Government	\$146,688	\$375,000	\$375,000	\$450,000	\$75,000	20.0%
Charges for Services	\$0	\$300,000	\$300,000	\$0	(\$300,000)	-100.0%
Other Revenue	\$635,546	\$125,000	\$135,000	\$425,000	\$300,000	240.0%
Appr. Fund Balance (a)	\$1,370,136	\$700,000	\$700,000	\$125,000	(\$575,000)	-82.1%
Total Revenues	\$2,152,370	\$1,500,000	\$1,510,000	\$1,000,000	(\$500,000)	-33.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Exp. (Over)/Under Rev. & Levy	\$361,013	-	\$190,000	-	-	NA

(a) The 2006 Budget includes \$125,000 of Tarmann Fund Balance associated with the prior year transfer of parks' revenue. The 2005 Budget and estimate include \$500,000 of Tarmann Fund Balance, \$125,000 of Tarmann Fund Balance associated with the prior year transfer of parks' revenue and \$75,000 of Golf Course Appropriated Fund Balance.

Departmental Strategic Objectives

1. Provide funding for the acquisition of lands, either directly by the County or in partnership with local municipalities, government units, or non-profit conservation organizations, identified in the Waukesha County Park and Open Space and Greenway Plans.
2. Seek donations, dedications, right of first refusals, easements, fee simple acquisition and bequeaths to implement the Waukesha County Park Open Space and Greenway Plans.

**Program Highlights**

Budgeted expenditures decrease \$500,000 based on anticipated land purchases.

Revenues decrease \$500,000 primarily due to a \$575,000 decrease in appropriated fund balance, of which \$500,00 is related to the removal of one-time Tarmann Fund Balance for anticipated 2005 land purchases and \$75,000 reflects the discontinuation of Golf Course retained earnings as a Tarmann Fund funding source. Government revenue increases \$75,000 based on anticipated State of Wisconsin Stewardship grant program revenues. Charges for Service decrease \$300,000 and other revenues increase \$300,000 reflecting the classification of landfill siting revenue as other revenue rather than a charge for service to better reflect accounting classifications.

**Activity**

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Number of parcels acquired	3	5	3	3	(2)
Number of acres acquired	256	300	250	250	(50)

Summary of Tarmann Fund Funding Sources 2003 - 2006

Revenue Source	2003 Actual	Adpt. 04 Budget	2004 Actual	Adpt. 05 Budget	2006 Budget	Budget Change
Tarmann Fund Balance	\$0	\$0	\$436,387	\$500,000	\$0	(\$500,000)
Grant Reimbursements	\$1,065,006	\$350,000	\$146,688	\$375,000	\$450,000	\$75,000
Landfill Siting	\$0	\$0	\$0	\$300,000	\$300,000	\$0
Parks Excess Revenue/Over Costs Transfer from General Fund	\$182,565	\$100,000	\$122,736	\$125,000	\$125,000	\$0
Interest Income	\$84,474	\$100,000	\$103,426	\$100,000	\$100,000	\$0
Golf Course Retained Earnings	\$250,000	\$150,000	\$150,000	\$75,000	\$0	(\$75,000)
Land Sales - Other (Permits/Sales Etc.)	\$81,653	\$0	\$532,120	\$25,000	\$25,000	\$0
MRF Fund Balance	\$150,000	\$200,000	\$200,000	\$0	\$0	\$0
General Fund Balance	\$150,000	\$100,000	\$100,000	\$0	\$0	\$0
Total	\$1,963,698	\$1,000,000	\$1,791,357	\$1,500,000	\$1,000,000	(\$500,000)

- The 2006 budget request **decreases budgeted Tarmann Fund Balance** usage by \$500,000 based on the financing need for estimated 2006 acquisitions.
- **Grant Reimbursements** increase \$75,000 to \$450,000. Actual revenues will vary based on expenditure levels and the timing of state funding decisions. The department indicates that they have averaged about 40% cost recover through the state stewardship program over time.
- **Landfill Fees** of \$300,000 continue in 2006.
- **Parks Excess Revenue Over Cost** continues at \$125,000. These revenues are budgeted as a Tarmann Fund balance. However, funds are initially recognized within the Parks General Fund and transferred to the Tarmann Fund at year-end.
- Budgeted **Tarmann Fund Interest income** remains the same in 2006 due to estimated average cash balances invested expected to be lower than 2005 offset by an expected higher rate of return.
- Appropriated **Golf Course** fund balance is eliminated in 2006.
- **Land sales and other revenue** continues at \$25,000. The 2004 actual include land sale revenue associated with the sale of excess land to the City of Pewaukee (\$477,670) and sale of a parcel on Aviation Drive (\$48,600).

Golf Course Fund**Parks & Land Use****Fund Purpose/
Summary****Fund Purpose**

This budget is comprised of 3 separate golf courses (Moor Downs Golf Course, Naga-waukee Golf Course, and Wanaki Golf Course) that are financed in a manner similar to private business enterprises. The fund purpose is: To provide complete golfing facilities for the general public at an affordable rate while not requiring a tax subsidy; to generate adequate income to continue to provide improvements to existing facilities; to develop, maintain and operate the facilities consistent with the industry's standards; and to continue to provide new improvements to the facilities which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

FINANCIAL SUMMARY

	2004	2005	2005	2006	Change From 2005	
		Adopted			Adopted Budget	
General Fund	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$1,131,004	\$1,225,836	\$1,165,648	\$1,160,093	(\$65,743)	-5.4%
Operating Expenses	\$1,135,928	\$1,086,439	\$1,062,179	\$1,039,508	(\$46,931)	-4.3%
Interdept. Charges	\$851,852	\$915,793	\$879,818	\$919,870	\$4,077	0.4%
Fixed Assets (Memo) (a)	\$163,214	\$10,000	\$15,360	\$19,500	\$9,500	95.0%
Total Expenditures (a)	\$3,118,784	\$3,228,068	\$3,107,645	\$3,119,471	(\$108,597)	-3.4%
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Services	\$3,010,038	\$3,375,000	\$3,200,000	\$3,265,000	(\$110,000)	-3.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$0	\$0	\$0	\$0	\$0	NA
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
Total Revenues	\$3,010,038	\$3,375,000	\$3,200,000	\$3,265,000	(\$110,000)	-3.3%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss) (a)	(\$108,746)	\$146,932	\$92,355	\$145,529	(\$1,403)	-1.0%
Position Summary (FTE)						
Regular Positions	9.58	9.58	8.83	8.58	(1.00)	
Extra Help	23.54	23.38	23.38	22.21	(1.17)	
Overtime	1.19	1.18	1.03	0.99	(0.19)	
Total	34.31	34.14	33.24	31.78	(2.36)	

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

Departmental Strategic Objectives

Manage Resources With Fiscal Prudence

1. Evaluate seasonal staffing schedules to reduce unemployment compensation payments. (Goal 1.9 entire year)
2. Utilize an extensive customer database to proactively market specials and offerings via e-mail, to generate additional revenue with minimal marketing costs. (Goal 1.7 Qtr 2 & 3)

Provide Comprehensive Customer Service

1. Continue to develop and refine the availability and use of on line tee times for our customers. (Goal 4.5 Qtr 1)

Innovate and Seek Continuous Quality Improvement

1. Complete the renovation of the Moor Downs Clubhouse. (Goal 1.9 Qtr 1)
2. Utilize the latest machinery and technologies that will provide for a well-maintained course and an enjoyable golfing experience at a reasonable price to the users. (Goal 1.9)(3rd Qtr)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

1. Analyzed and evaluated the potential for lease versus purchasing golf course equipment. It was determined that purchasing in 2004 was more effective.
2. Developed the Moor Downs Clubhouse renovation project. This will address Americans with Disabilities Act (ADA) and building code issues, utility efficiencies, and the historic preservation of a unique building.
3. The Wanaki cart path project was completed permitting cart access to the golf course during wet conditions. This will enhance the revenue potential.
4. Utilized an extensive customer database of approximately 3,000 email addresses to proactively market specials and offerings via email, to generate additional revenue with minimal marketing costs.
5. Strategically promoted the golf course via media ads, public relations, and packaged specials in order to maintain revenue levels.
6. Moor Downs was the host facility for the restructured Great Blue Heron Girl Scout, learn to golf program in partnership with the WPGA. Over 150 girls participated in this program.
7. Golf courses retained earnings provided funding for Walter J. Tarmann fund parkland acquisition (\$75,000).
8. Held Waukesha County Junior Tournament at Naga-waukee and Senior Ladies State Tournament at Wanaki.
9. Reviewed maintenance practices, thus reduced staffing levels at Wanaki golf course, by one full-time employee.
10. Cash Flow from operations in 2004 totaled \$87,915. In 2005 and 2006 operations are anticipated to generate a positive cash flow of approximately \$325,000 and \$355,000 respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T=One-Time
200012	Moor Downs GC 5 th hole Redevelopment	2006	\$109,900	50%	\$7,500	A
200401	Moor Downs Club House	2006	\$425,000	5%	\$13,000	A

Naga-waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	16.62	16.32	16.32	15.53	(0.79)
Personnel Costs	\$519,776	\$579,650	\$579,801	\$572,499	(\$7,151)
Operating Expenses	\$516,598	\$522,256	\$510,056	\$509,928	(\$12,328)
Interdept. Charges	\$317,867	\$370,975	\$349,145	\$359,589	(\$11,386)
Fixed Assets (Memo) (a)	\$116,887	\$5,000	\$4,200	\$10,000	\$5,000
Total Expenditures: (a)	\$1,354,241	\$1,472,881	\$1,439,002	\$1,442,016	(\$30,865)
Charges for Services	\$1,596,326	\$1,673,000	\$1,600,000	\$1,640,000	(\$33,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,596,326	\$1,673,000	\$1,600,000	\$1,640,000	(\$33,000)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Operating Inc./(Loss) (a)	\$242,085	\$200,119	\$160,998	\$197,984	(\$2,135)
----------------------------------	------------------	------------------	------------------	------------------	------------------

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request.

**Program Highlights**

Personnel costs decrease primarily due to overtime and temporary seasonal hours have been reduced \$17,000 as a result of management's reallocation of staff for shift coverage. The golf courses are directly charged for unemployment compensation. Labor laws will be reviewed in an attempt to mitigate these claims.

Operating expenses are anticipated to decrease \$12,300 or 2% mostly due to less depreciation expenditures. Offset by increased costs related to merchandise for resale in the pro shop to bring expenses closer to prior year actual costs.

Interdepartmental charges are expected to decrease \$11,000, primarily due to a reduction in Central Fleet Maintenance expenditures with an increase in Information System Maintenance and equipment fuel.

Budgeted revenues are expected to decrease based on analysis of industry trends and prior year activity. Overall fees will change slightly in order to maintain market positioning.

Cash Flow from operations in 2004 totaled \$352,063. In 2005 and 2006 operations are anticipated to generate a positive cash flow of approximately \$259,000 and \$293,000 respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

Performance Measure Description

The performance measure measures the County golf courses using the National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course.

**Performance Measures**

	Benchmark-1	'04Actual	'05Budget	'06Budget
Average Margin *	10%	27%	22%	22%
Net Operating Income *	\$145,000	\$433,476	\$383,726	\$376,476
Payroll % of total Expenses	49%	38%	39%	39%
Rounds Played	31,204	52,152	52,900	50,825

* - Before Sales Taxes, Debt Service, and Depreciation Expense

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Nagawaukee Golf Course (Cont.)

Fixed assets for 2006

Clubhouse carpeting \$10,000

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
9 Hole Rounds	79,506	78,950	78,000	79,695	745
Golf Car Rental	21,026	19,600	20,000	20,400	800
ID Cards paying	2,318	3,200	2,300	2,290	(910)
9 Hole Play	24,798	22,850	22,000	21,955	(895)
18 Hole Play	27,354	28,050	28,000	28,870	820

18 Hole Municipal Course

	National Golf Foundation Median Region 4	<u>2004 Data</u>
Gross Revenue	\$1,000,000	\$1,677,739
Gross Revenue/Round	\$31	\$32
Rounds Played	31,204	52,152
# of Full Time Employees	6	4

Naga-Waukee Golf Course Revenue				
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
Green Fees	\$987,542	\$1,025,000	\$990,000	\$1,017,500
Carts	\$267,840	\$295,000	\$267,000	\$270,000
ID Cards	\$34,197	\$43,000	\$35,000	\$38,000
Food	\$151,889	\$145,000	\$150,000	\$152,000
Merchandise	\$110,320	\$115,000	\$112,000	\$115,000
Misc.	\$44,538	\$50,000	\$46,000	\$47,500
Total	\$1,596,326	\$1,673,000	\$1,600,000	\$1,640,000

Wanaki Golf Course

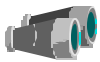
Program Description

Provides a well-maintained 18-hole golf course and support facilities without tax levy funds.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	14.97	15.10	14.20	13.78	(1.32)
Personnel Costs	\$518,759	\$547,255	\$486,268	\$485,666	(\$61,589)
Operating Expenses	\$509,904	\$467,459	\$453,674	\$443,746	(\$23,713)
Interdept. Charges	\$281,734	\$278,638	\$274,263	\$289,983	\$11,345
Fixed Assets (Memo) (a)	\$26,368	\$5,000	\$9,400	\$9,500	\$4,500
Total Expenditures: (a)	\$1,310,397	\$1,293,352	\$1,214,205	\$1,219,395	(\$73,957)
Charges for Services	\$1,053,502	\$1,294,000	\$1,200,000	\$1,220,000	(\$74,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,053,502	\$1,294,000	\$1,200,000	\$1,220,000	(\$74,000)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Operating Inc./(Loss) (a)	(\$256,895)	\$648	(\$14,205)	\$605	(\$43)
----------------------------------	--------------------	--------------	-------------------	--------------	---------------

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Wanaki golf course was closed for 20 days in the spring and early summer of 2004. Wet conditions effected play and cart rentals during several days when the course was technically open for business.

**Program Highlights**

Personnel costs are reduced primarily due to the unfunding of a 1.00 FTE maintenance Worker position. Overtime and seasonal budgets have been reviewed and reduced by 0.32 FTE mostly as a result of more effective management of shifts. The golf courses are directly charged for unemployment compensation. Labor laws will be reviewed in an attempt to mitigate these claims.

Operating expenses are anticipated to decrease \$24,000 or 5% mostly due to expenditure reductions in several line items. Such as depreciation expense, small equipment, contracted services, repairs, and fertilizers. An increase in pro shop ancillary revenue in recent years has required management to increase cost of goods sold expenditures.

Interdepartmental charges are expected to increase \$11,000, primarily due to a Central Fleet expenses, Information System charges, and Vehicle Replacement expenses.

Budgeted revenues are expected to decrease based on analysis of industry trends and prior year activity. Overall fees will change slightly in order to maintain market positioning.

Cash Flow from operations in 2004 totaled (-\$145,510) due to the course being closed 20 days due to rain and other/wet conditions impacting cart rental. In 2005 and 2006 operations are anticipated to generate a positive cash flow of approximately \$92,000 and \$101,000 respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

Wanaki Golf Course (Cont.)

Performance Measure Description

The performance measure measures the County golf courses using the National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course.

**Performance Measures**

	<u>Benchmark-1</u>	<u>'04Actual</u>	<u>'05Budget</u>	<u>'06Budget</u>
Average Margin *	10%	(8%)	10%	15%
Net Operating Income *	\$145,000	(\$91,781)	\$106,178	\$193,355
Payroll % of total Expenses	49%	39%	41%	39%
Rounds Played	31,204	42,044	48,650	45,865

* - Before Sales Taxes, Debt Service, and Depreciation Expense

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Fixed assets for 2006

Maintenance Building Electrical Panel \$4,500, roof replacement \$5,000

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
9 Hole Rounds	57,533	66,100	66,750	61,065	(5,035)
Golf Car Rental	10,693	14,000	11,500	11,450	(2,55)
ID Cards paid	1,652	2,500	1,650	1,640	(860)
9 Hole Play	26,555	32,300	31,750	30,665	(1,63)
18 Hole Play	15,489	16,900	17,500	15,200	(1,700)

18 Hole Municipal Course

	<u>National Golf Foundation Median Region 4</u>	<u>2004 Data</u>
Gross Revenue	\$1,000,000	\$1,107,231
Gross Revenue/Round	\$31	\$26
Rounds Played	31,204	42,044
# of Full Time Employees	6	3

Wanaki Golf Course Revenue				
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
Green Fees	\$649,272	\$782,000	\$750,000	\$768,000
Carts	\$105,687	\$146,000	\$135,000	\$135,000
ID Cards	\$24,878	\$45,000	\$30,000	\$32,000
Food	\$124,376	\$142,000	\$135,000	\$135,000
Merchandise	\$125,504	\$124,000	\$125,000	\$125,000
Misc.	\$23,785	\$55,000	\$25,000	\$25,000
Total	\$1,053,502	\$1,294,000	\$1,200,000	\$1,220,000

Moor Downs Golf Course

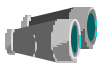
Program Description

Provides a well-maintained 9-hole golf course and support facilities without tax levy funds.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.72	2.72	2.72	2.47	(0.25)
Personnel Costs	\$92,469	\$98,931	\$99,579	\$101,928	\$2,997
Operating Expenses	\$109,426	\$96,724	\$98,449	\$85,834	(\$10,890)
Interdept. Charges	\$252,251	\$266,180	\$256,410	\$270,298	\$4,118
Fixed Assets (Memo) (a)	\$19,959	\$0	\$1,760	\$0	\$0
Total Expenditures: (a)	\$454,146	\$461,835	\$454,438	\$458,060	(\$3,775)
Charges for Services	\$360,210	\$408,000	\$400,000	\$405,000	(\$3,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$360,210	\$408,000	\$400,000	\$405,000	(\$3,000)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Operating Inc./(Loss) (a)	(\$93,936)	(\$53,835)	(\$54,438)	(\$53,060)	\$775
----------------------------------	-------------------	-------------------	-------------------	-------------------	--------------

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Wet conditions effected play for several days and golf cars were not allowed onto the course for 3 weeks in the spring and early summer of 2004.

**Program Highlights**

Personnel costs have moderated compared to recent years. Temporary seasonal hours have been reduced by 0.25 FTE due to more effective management of shifts. The golf courses are directly charged for unemployment compensation. Labor laws will be reviewed in an attempt to mitigate these claims.

Operating expenses are anticipated to decrease \$11,000 or 11% mostly due to a reduction in depreciation charges.

Interdepartmental charges are expected to increase \$4,000, primarily due to an increase in Administrative charges, management services, and vehicle replacement expenses.

Budgeted revenues are expected to decrease based on analysis of industry trends and prior year activity. Overall fees will change slightly in order to maintain market positioning.

Cash Flow from operations in 2004 totaled (-\$69,368). In 2005 and 2006 operations are anticipated to generate a negative cash flow of approximately (-\$24,700) and (-\$37,000) respectively. This excludes depreciation charges, fixed asset purchases, and transfers to other funds.

Performance Measure Description

The performance measure measures the County golf courses using the National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course.

**Performance Measures**

	Benchmark-1	'04Actual	'05Budget	'06Budget
Average Margin *	10%	(14%)	(1%)	4%
Net Operating Income *	\$145,000	(\$50,997)	(\$3,297)	(\$16,986)
Payroll % of total Expenses	49%	20%	21.5%	22%
Rounds Played	31,204	23,911	25,775	24,500

* - Before Sales Taxes, Debt Service, and Depreciation

1 - National Golf Foundation Median for a Region 4, 18-hole Municipal Golf Course

Moor Downs Golf Course (Cont.)

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
9 Hole Rounds	24,091	26,130	25,400	24,700	(1,430)
Golf Car Rental	2,519	3,950	3,800	3,495	(455)
ID Cards paid	1,358	1,650	1,500	1,375	(275)
9 Hole Play	23,731	25,420	24,900	24,300	(1,120)
18 Hole Play	180	355	250	200	(155)

18 Hole Municipal Course

	National Golf		
	<u>Foundation Median Region 4</u>		<u>2004 Data</u>
Gross Revenue	\$1,000,000		\$378,581
Gross Revenue/Round	\$31		\$16
Rounds Played	31,204		23,911
# of Full Time Employees	6		1

Moor Downs Golf Course Revenue				
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
Green Fees	\$267,353	\$297,000	\$297,000	\$299,000
Carts	\$35,507	\$40,000	\$40,000	\$40,000
ID Cards	\$20,760	\$24,000	\$24,000	\$25,000
Food	\$21,517	\$25,000	\$22,000	\$22,000
Merchandise	\$9,400	\$11,000	\$10,000	\$10,000
Misc.	\$5,673	\$11,000	\$7,000	\$9,000
Total	\$360,210	\$408,000	\$400,000	\$405,000

Ice Arenas Fund

Parks & Land Use

Fund Purpose/
Summary**Fund Purpose**

To provide quality ice skating facilities for the general public at an affordable rate while not requiring a tax subsidy for the cost of operation, maintenance and debt retirement for Eble Park and Naga-waukee Park Ice Arenas. To continue to improve the efficiency and quality of services so as to enhance the recreational experience for the user while maintaining a high level of usage at the facility.

FINANCIAL SUMMARY

	2004	2005	2005	2006	Change From 2005	
		Adopted	Estimate	Budget	Adopted Budget	
General Fund	Actual	Budget			\$	%
Personnel Costs	\$410,039	\$440,865	\$442,593	\$456,000	\$15,135	3.4%
Operating Expenses (a)	\$411,325	\$474,653	\$422,273	\$428,715	(\$45,938)	-9.7%
Interdept. Charges	\$153,922	\$154,516	\$149,843	\$143,598	(\$10,918)	-7.1%
Fixed Assets(Memo) (b)	\$65,600	\$0	\$20,600	\$0	\$0	NA
Interdept. Debt-Prin (Memo) (c)	\$101,416	\$104,539	\$104,539	\$107,824	\$3,285	3.1%
Total Expenditures (b)	\$975,286	\$1,070,034	\$1,014,709	\$1,028,313	(\$41,721)	-3.9%
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Services	\$884,826	\$1,050,500	\$905,000	\$914,000	(\$136,500)	-13.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$14,138	\$20,000	\$16,000	\$16,000	(\$4,000)	-20.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
Total Revenues	\$898,964	\$1,070,500	\$921,000	\$930,000	(\$140,500)	-13.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Operating Inc./(Loss) (a) (b)	(\$76,322)	\$466	(\$93,709)	(\$98,313)	(\$98,779)	-21197.2%
Position Summary (FTE)						
Regular Positions	5.78	5.78	5.78	5.78	0.00	
Extra Help	4.52	4.39	4.41	4.02	(0.37)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	10.30	10.17	10.19	9.80	(0.37)	

- (a) Budgeted depreciation expense includes only the county's portion of the capital investment and excludes donations as contributed capital. As a result, the Operating income or loss differs from the Comprehensive Annual Financial statement which includes donations as contributed capital.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (c) A General fund principal repayment for Eble Park Ice Arena and Naga-Waukee Ice Arena loan amounts are being repaid in accordance with the original repayment schedule over 25-year periods from Ice Arena revenues. Interest expense payments for the Ice Arenas will be delayed until the end of the current loan term at which time annual interest expense payments will be paid in the amount per year originally scheduled. Debt Service principal is not included in total expenditures and net operating income in order to conform with financial accounting standards.

Departmental Strategic Objectives**Manage Resources With Fiscal Prudence**

1. Develop additional revenue sources to aid in contract ice rate increases. (Goal 1.8, 4th Qtr 2006)
2. Monitor seasonal employee utilization by effective management of schedules. (Goal 1.8, 4th Qtr 2006)

Provide Comprehensive Customer Service

1. Offer Waukesha County Youth Hockey a “learn-to-skate” program. (Goal 1.9, 3rd Qtr 2006)
2. Expand the Waukesha County Hockey League (WCHL) for the upcoming season. (Goal 1.9 3rd Qtr 3 – 4th qtr 2006)

Innovate and Seek Continuous Quality Improvement

1. Maintain ice arenas that offer quality sheets of ice and amenities to our customers at reasonable rates. (Goal 1.9, 4th Qtr 2006)
2. Utilize the year 2005 Ice Arena Audit when making operational adjustments. (ongoing)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Manage Resources With Fiscal Prudence**

1. Develop additional revenue sources, dasher-board advertisement, to alleviate contract ice rate increases.
2. Installed monitoring sensors that automatically informed management of faults in compressors so as to ensure ice quality integrity and prevented loss of any potential revenue.
3. Cash Flow from operations in 2004 totaled \$76,709. In 2005 and 2006 operations are anticipated to generate a positive cash flow of \$42,000 and \$40,000 respectively. This excludes depreciation charges, fixed asset acquisitions, principal debt service, and interest income.

Provide Comprehensive Customer Service

1. Coordinated the first full year of the Waukesha County Hockey league to increase participation levels.
2. Offered Waukesha County Youth Hockey an option to develop and assume the “learn-to-skate” program.

Innovate and Seek Continuous Quality Improvement

1. Maintained ice arena facilities that offer quality sheets of ice and amenities to our customers at reasonable rates.
2. Assisted the Internal Audit department in their findings and report on the operations of the ice arenas.

Naga-Waukeew Ice Arena

Program Description

Provides a quality ice skating facility.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	5.18	5.12	5.12	4.90	(0.22)
Personnel Costs	\$211,675	\$223,842	\$225,512	\$231,941	\$8,099
Operating Expenses	\$224,616	\$277,346	\$236,706	\$237,034	(\$40,312)
Interdept. Charges	\$77,066	\$75,569	\$72,693	\$69,927	(\$5,642)
Fixed Assets (Memo) (a)	\$4,890	\$0	\$14,500	\$0	\$0
Interdept. Debt-Principal (Memo) (a)	\$60,052	\$63,175	\$63,175	\$66,460	\$3,285
Total Expenditures: (a)	\$513,357	\$576,757	\$534,911	\$538,902	(\$37,855)
Charges for Services	\$441,066	\$553,000	\$455,000	\$459,000	(\$94,000)
Other Revenue (b)	\$14,138	\$20,000	\$16,000	\$16,000	(\$4,000)
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$455,204	\$573,000	\$471,000	\$475,000	(\$98,000)
Tax Levy	\$0	\$0	\$0	\$0	\$0
Operating Inc./(Loss) (a)	(\$58,153)	(\$3,757)	(\$63,911)	(\$63,902)	(\$60,145)

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (b) Other revenue for 2004 includes investment income along with 2005 estimate and 2006 budget of \$16,000 each year.

Program Highlights

Personnel costs increase due to the normal step and merit increases and the continuation of benefits and a newer employee selection of health insurance. Also, temporary extra help has been reduced \$3,400 for 0.22 FTE.

Operating costs decreased 14% primarily for anticipated referee costs reductions during the first year of the WCHL. There is a corresponding decrease in revenues also.

Interdepartmental costs decreased by 7% primarily due to a reduction in management services and Central Fleet maintenance. Revenues are anticipated to increase by a weighted average of 3%.

**Performance Measure Description**

Percentage of time booked based upon a 34-week ice session. A 24-hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm – 10 pm and weekends 8 am – 10 pm. Non-Prime hours are weekdays 10 pm – 3 pm and weekends 10 pm – 8 am.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Prime Hours Utilization	47%	51%	48%	48%	(3%)
Non-Prime Hours Utilization	17%	21%	17%	17%	(4%)

Naga-Waukee Ice Arena (Cont.)



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Contract Ice Hours	1,635	1,725	1,650	1,675	(50)
Public Skating Attendance	7,253	8,750	7,300	7,250	(1,500)
No. of Skate Rentals	2,347	3,250	2,400	2,500	(750)

Based upon a 34-week ice session. A 24-hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm – 10 pm and weekends 8 am – 10 pm. Non-Prime hours are weekdays 10 pm – 3 pm and weekends 10 pm – 8 am.

Naga-waukee Ice Arena Revenue				
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
Public Skating	\$33,263	\$55,000	\$34,500	\$34,000
Contracted	\$325,649	\$359,000	\$326,500	\$332,000
Concession	\$53,100	\$53,000	\$52,000	\$52,000
Merch/Bds/Misc*	\$43,192	\$86,000	\$42,000	\$41,000
Total	\$455,204	\$553,000	\$455,000	\$459,000

* Payout to referees associated with the Waukesha County Hockey League.

Eble Ice Arena

Program Description

Provides a quality ice skating facility.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	5.12	5.05	4.90	4.90	(0.15)
Personnel Costs	\$198,364	\$217,023	\$217,081	\$224,059	\$7,036
Operating Expenses	\$186,709	\$197,307	\$185,567	\$191,681	(\$5,626)
Interdept. Charges	\$76,856	\$78,947	\$77,150	\$73,671	(\$5,276)
Fixed Assets (Memo) (a)	\$60,710	\$0	\$6,100	\$0	\$0
Interdept. Debt -Principal (Memo) (a)	\$41,364	\$41,364	\$41,364	\$41,364	\$0
Total Expenditures: (a)	\$461,929	\$493,277	\$479,798	\$489,411	(\$3,866)
Charges for Services	\$443,760	\$497,500	\$450,000	\$455,000	(\$42,500)
Other Revenue	\$0	\$0	\$0	\$0	\$0
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$443,760	\$497,500	\$450,000	\$455,000	(\$42,500)
Tax Levy	\$0	\$0	\$0	\$0	\$0
Operating Inc./ (Loss) (a)	(\$18,169)	\$4,223	(\$29,798)	(\$34,411)	(\$38,634)

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fix assets request.

Eble Ice Arena (cont.)

**Program Highlights**

Personnel costs increased due to the normal step and merit increases and the continuation of benefits. Temporary extra help has been reduced by 0.15 FTE.

Operating costs decreased due to storm water run-off expenses to the Town of Brookfield which were included in the 2004 budget that will not be repeated in 2005. The remaining expenses are relatively constant.

Interdepartmental costs decreased by 6% primarily due to a reduction in management services and grounds maintenance expense. Revenues are anticipated to increase by a weighted average of 3%.

Performance Measure Description

Percentage of time booked based upon a 34-week ice session. A 24-hour per day schedule of 63 hours of prime hours per week and 105 hours of non-prime hours per week. Prime hours are weekdays 3 pm – 10 pm and weekends 8 am – 10 pm. Non-Prime hours are weekdays 10 pm – 3 pm and weekends 10 pm – 8 am.

Performance Measures

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Prime Hours Capacity	50%	50%	50%	50%	0%
Non-Prime Hours Capacity	13%	17%	14%	14%	(3%)

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Contract Ice Hours	1,577	1,685	1,600	1,605	(80)
Public Skating Attendance	10,273	12,500	10,500	10,500	(2,000)
No. of Skate Rentals	4,196	7,000	4,200	4,200	(2,800)

Eble Ice Arena Revenue				
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
Public Skating	\$44,675	\$78,000	\$44,000	\$44,000
Contracted	\$310,029	\$340,000	\$318,000	\$323,000
Concession	\$54,536	\$61,500	\$54,000	\$54,000
Merch/Bds	\$34,520	\$18,000	\$34,000	\$34,000
Total	\$443,760	\$497,500	\$450,000	\$455,000

Materials Recycling Fund

Parks & Land Use

Fund Purpose/ Program Summary

Fund Purpose/Program Description

The Materials Recycling Fund (MRF) accounts for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with the State Recycling Law, Chapter 287. Provides technical and educational assistance to ensure proper use of drop-off and at-home recycling programs. Functions also include the accumulation of data, production of reports, and long-range planning for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

The Materials Recycling Processing/Marketing/Administration and Education Program manages the MRF operations contract with a private vendor to process and market recyclables at the county-owned MRF. Maintains building and equipment and provides collection service to drop off sites. Administers and manages DNR Recycling Grant; prepares required applications and reports. Promotes proper separation of recyclables and participation in curbside recycling programs in 25 participating communities. Provide tours and presentations to all requests. Develops, designs and distributes displays, brochures, and programs that promote recycling and waste reduction.

Financial Summary

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
Materials Recycling Fund					\$	%
Operating Expenses	\$1,582,680	\$1,714,715	\$1,652,415	\$1,878,125	\$163,410	9.5%
Interdept. Charges (a)	\$93,838	\$163,125	\$144,597	\$165,816	\$2,691	1.6%
Fixed Assets Memo (b)	\$252,443	\$212,000	\$212,000	\$346,000	\$134,000	63.2%
Total Expenditures	\$1,676,518	\$1,877,840	\$1,797,012	\$2,043,941	\$166,101	8.8%
General Government	\$1,072,517	\$850,000	\$1,100,000	\$1,000,000	\$150,000	17.6%
Charges for Services	\$0	\$35,000	\$0	\$35,000	\$0	0.0%
Other Revenue	\$1,368,643	\$905,000	\$933,564	\$735,000	(\$170,000)	-18.8%
Appr. Fund Balance (c)	\$653,219	\$650,000	\$763,849	\$650,000	\$0	0.0%
Total Revenues	\$3,094,379	\$2,440,000	\$2,797,413	\$2,420,000	(\$20,000)	-0.8%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss) (b)	\$1,417,861	\$562,160	\$1,000,401	\$376,059	(\$186,101)	-33.1%

- (a) Positions, which support the MRF, are directly billed on an hourly basis and charged to interdepartmental appropriations (not assigned through the payroll system).
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed asset request. Operating income is used to fund fixed asset capital outlay expenditures of \$346,000 planned for 2006.
- (c) Fund balance appropriations include \$650,000 in all years for dividend payments to participating communities.

Departmental Strategic Objectives

Manage Resources With Fiscal Prudence

1. Improve intergovernmental cooperation, reduce costs, increase efficiency and competition by offering use of the MRF to additional municipalities and school districts at a per ton tip fee, while returning actual material sales revenue (Goal 1.5, Ongoing).
2. Pursue additional grant opportunities to improve efficiency and cooperation, and to increase participation in recycling, waste reduction, and composting (Ongoing).
3. Maintain a cost-effective system for processing recyclables at the county MRF in order to remain competitive with local landfill costs (Goal 1.5, Ongoing).

Provide Comprehensive Customer Service

1. Provide an investment dividend to all participating municipalities with the County as Responsible Unit for recycling to lower costs for local recycling efforts. Maintain sufficient funding to provide processing service at the MRF at no charge (Goal 1.5, Ongoing).
2. Conduct a study of long-term recycling and composting needs in conjunction with County Development Plan, including MRF capacity, possible organics collection, review landfill diversion goals, and position the county for increasing landfill costs and reduced landfill capacity in the future (1st-2nd quarter 2006).

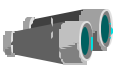
Innovate and Seek Continuous Quality Improvement

1. Improve understanding and participation in recycling, composting and waste reduction programs to increase recyclable material volume and quality and decrease amount of waste going to landfills (Goal 3.12, Ongoing).
2. Develop with participating municipalities a Rebate Incentive Program based on the number of tons recycled the previous year and tied to average market price per ton (Goal 1.5, 1st qtr 2006).
3. Purchase and distribute new recycling bins to residents whose bins are damaged and offer second bins to those who need them due to increased paper recycling over a 2-year period in cooperation with municipalities and haulers. Use this opportunity to re-educate residents (Goal 3.12).
4. Conduct an evaluation of program design and education strategies (Goal 3.12, 2nd Qtr, 2006).

Major Strategic Achievements from 7/01/04 to 6/30/05

Innovate and Seek Continuous Quality Improvement

1. Completed audit of equipment maintenance by independent engineering firm and received favorable report.
2. Upgraded lighting system for better visibility for sorters and improved energy efficiency.
3. Due to high recycled paper market demand, implemented new public education initiative to promote expanded paper recycling for chipboard and paper packaging (Recycle More Paper).



Program Highlights

Operating Expenses have increased over \$163,000. A new initiative to pay the full cost of residential recycling bins for participating municipalities to replace damaged and missing bins and provide a second bin on request to accommodate additional paper recycling will be implemented in 2006. Previously the County provided a 50% cost share with municipalities for recycling bins. This initiative will also be used as an opportunity to re-educate public on recycling since recent year tonnages have been flat. The initiative is a three-year program estimated to cost an additional \$57,000 per year. In addition, \$26,600 has been added to the budget to provide for consultants to complete two projects; conduct program evaluation and recommend improvements and conduct a long-term recycling capacity study. The operator vendor contract is anticipated to increase \$24,000 mainly due to inflationary increase in per ton processing fee. Budgeted depreciation has increased \$20,000 mainly due to anticipated equipment purchases in 2005 and 2006.

Fixed Asset purchases are budgeted at \$346,000, or a \$134,000 increase from the 2005 budget. Planned purchases include; Replacement of the secondary baler used for plastics, replacement of 2 conveyors leading to the secondary baler and replacement of tin and commingled transfer conveyors.

State recycling grant revenues have been increased \$150,000 to more accurately reflect actual state grant awards.

Program Highlights (cont.)

In 2005, the County Board approved an ordinance to suspend the allocation of investment income to this fund until either the state grant is eliminated or financial forecasts show that the annual dividends to participating communities can no longer be sustained. This has resulted in a \$275,000 reduction in fund revenues. This reduction is partially offset by a \$105,000 increase in material sale revenues. Material sale revenues have increased mainly due to favorable aluminum and paper prices.

Performance Measure Descriptions

MRF performance measures are designed to evaluate either processing efficiency or program effectiveness.

The percent of the waste stream recycled is used to evaluate the effectiveness of programming in conjunction with solid waste statistics, with the long term goal of reducing the quantity of materials landfilled.

Residual material as a percent of materials received is measured to evaluate the efficiency of the facility and also the effectiveness of the educational programming which is designed to limit the amount of non-recyclable material collected.

Participation is measured periodically to ensure the program is meeting participant needs and to develop targeted educational programming.

Revenue as a percent of operating expenses and the cost per ton are measured for comparisons to landfill costs and also provide internal efficiency measures for operational management.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% waste stream recycled	39%	36%	36%	37%	1%
% residue/reject (goal at 5%)	3.3%	5.0%	5.0%	5.0%	0%
Recycling Participation as measured by survey (a)	98%	98%	98%	98%	0%
Rev as % of expenses	185%	130%	156%	118%	(12%)
Net Operating cost per Ton (b)	(\$4.19)	\$21.65	\$10.60	\$23.61	\$1.96

(a) Recycling participation determined by a statistically valid phone survey of citizen opinions and behaviors regarding recycling and solid waste conducted between December 2002 and January 2003.

(b) Net cost of processing recyclables at MRF, including education. Does not include state grant funding, investment income or dividend rebate program. Excludes tons processed under contract with communities that are not within the responsible unit designation.



Activity

	2004 <u>Actual</u>	2005 <u>Budget</u>	2005 <u>Estimate</u>	2006 <u>Budget</u>	Budget <u>Change</u>
Households Served	83,758	84,500	85,000	86,000	1,500
Tons Received	23,941	26,000	26,000	26,000	0
Number touring MRF & Education Room visits	1,382	1,800	1,500	1,500	(300)

Annual tonnage increased 15% in 2002 after being relatively stable since 1995. Chart 1 shows relatively stable material market revenue with the exception of higher prices in 2000 and 2004. The program goal is to keep the net operating cost per ton below the prevailing landfill disposal charge for solid waste, which is approximately \$32 per ton. Chart 2 shows that recycling is significantly cheaper than landfilling. The recycling operation five-year average (2000-2004) net operating loss of \$2.25 per ton is approximately \$29.75 per ton less expensive than estimated landfill costs.

Chart 1

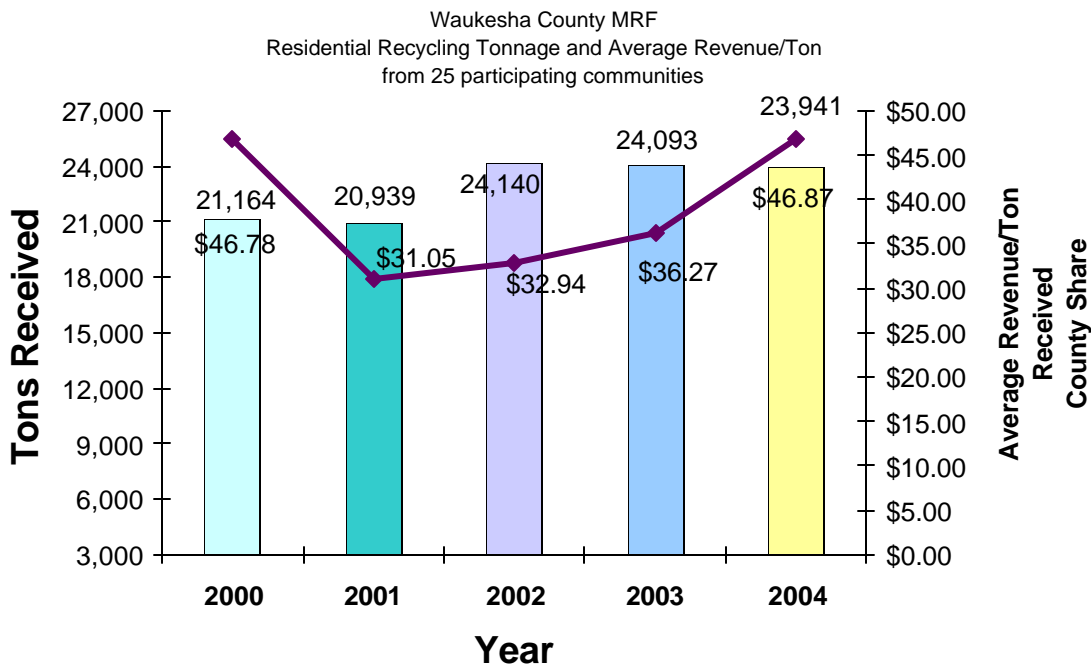


Chart 2

